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ALA WORLDWIDE DIRECTORY & FACT BOOK

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REFERENCE GUIDE
TO THE MILITARY
MARKET

PUBLISHED BY THE AMERICAN LOGISTICS ASSOCIATION

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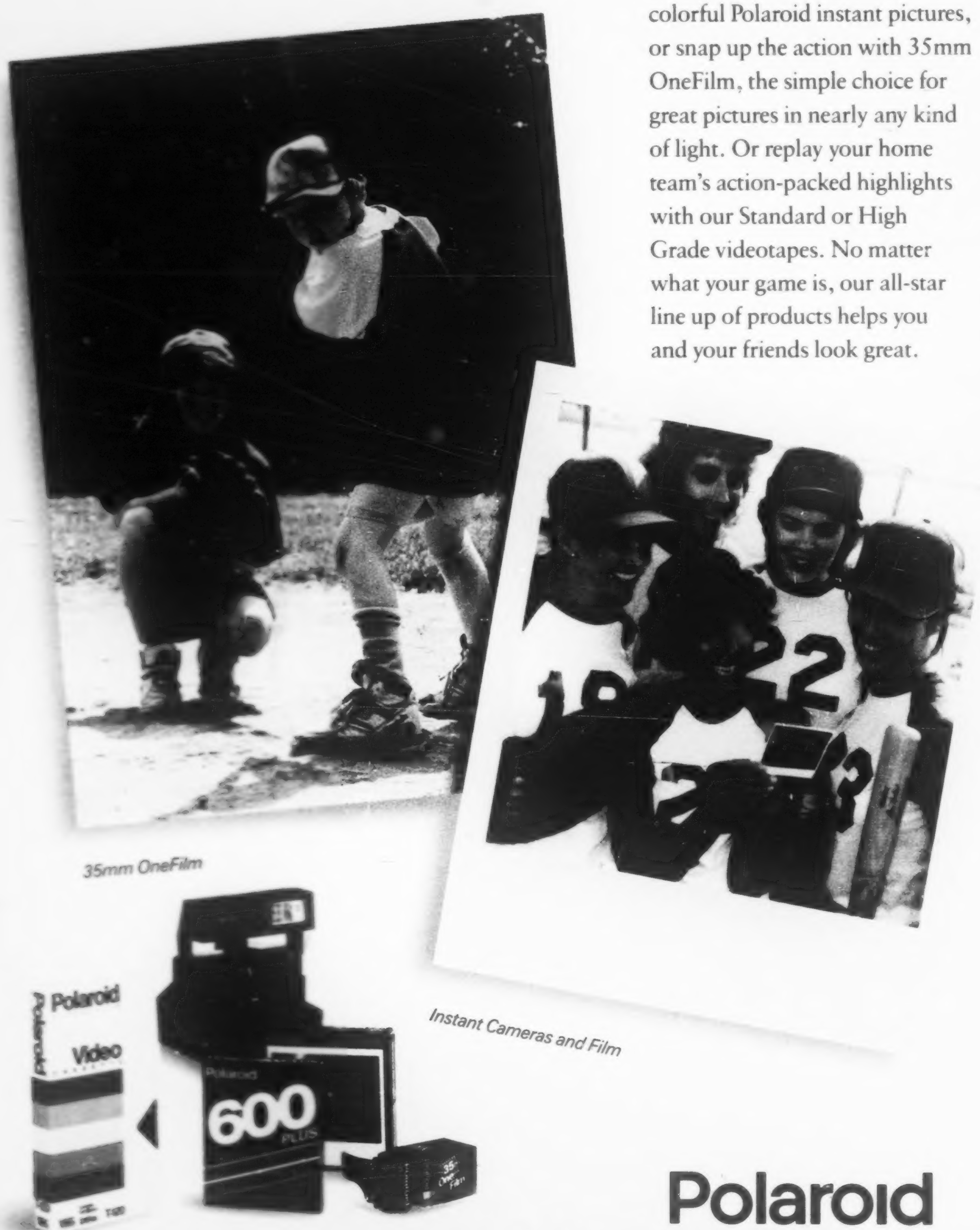

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ALA's Worldwide Directory & Fact Book

A special publication of *Interservice* magazine, THE QUARTERLY JOURNAL FOR MILITARY RESALE MARKETPLACE PROFESSIONALS

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1993–94 Worldwide Directory & Fact Book

Published as a service to Association members and their partners in the military resale marketplace.

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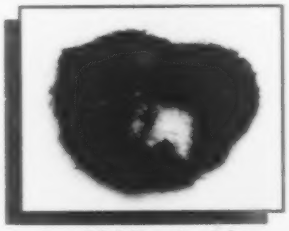

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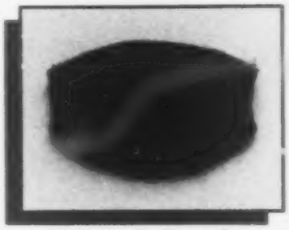

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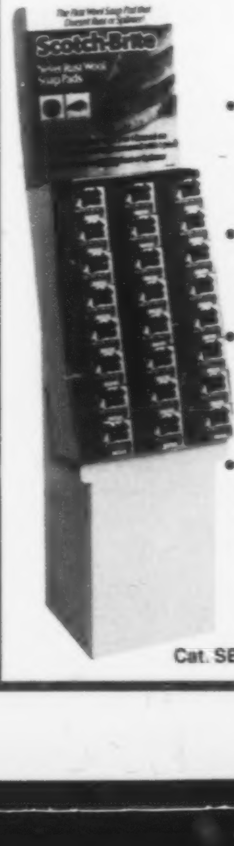

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How to Use This Directory & Fact Book

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SERVICE HAS ITS REWARDS

A FOREWORD

As the name suggests, the *ALA Worldwide Directory & Fact Book* contains information you will need about the workings of the military resale market and the American Logistics Association. The scope of "resale" activities is vast. With this in mind, the *ALA Directory* has been edited to meet the needs of all professionals associated with the industry's wide-ranging activities.

Looking through the different sections of this Directory you will find that it is a publication worth keeping at your elbow throughout the year. We have tried to include the most accurate information available. For this we gratefully extend our thanks to ALA members and the military and government agencies whose cooperation and assistance has helped make this publication possible.

FINDING WHAT YOU NEED

The *ALA Directory* contains mini-directories bound into a one-stop, desk-top reference source. Here is a summary of what you will find in each section:

ALA Information: describes the activities of the Association and its Bylaws; also lists the ALA's Board of Directors, officers, executive and headquarters staff, committees, process action teams, task force groups, and chapter presidents.

ALA Broker/Manufacturer's Rep, Distributor and Media Members: alphabetically lists ALA members in these categories. Refer to "Industry Members" listing for full profiles.

Industry Members: lists ALA member companies alphabetically by name with address, phone number, fax and telex, voting, corporate and individual members, and description of products or services offered. Also provides Supply Bulletin data.

Individual Members: alphabetically lists ALA individual and "corporate umbrella" members. (Use this to find addresses, phone numbers and the chapter affiliation for anyone listed in the "Directory of Industry Members.")

Congress: lists key House and Senate Committees and their respective Chairpersons. Gives complete names, addresses and phone numbers. An invaluable "legislative alert" resource.

Department of Defense (DoD): lists key personnel involved with the resale industry.

Defense Commissary Agency (DeCA): lists key HQ personnel, region and field personnel, and buyers.

Defense Logistics Agency (DLA): lists HQ, region and field personnel. Gives addresses, phone numbers, and outlines mission activities.

Defense Personnel Support Center (DPSC): lists key HQ, region and field personnel. Gives addresses, phone numbers, and outlines mission of resale/troop support programs.

Department of State: lists key HQ personnel and a description of the Office of Commissary and Recreation Affairs (OCRA).

Army and Air Force Exchange Service (AAFES): lists key HQ and region personnel. Gives addresses, phone numbers, sales and other data, and buying procedures. Also gives buyers' procurement areas of responsibility.

Navy Exchange Service Command (NEXCOM): lists key HQ, Service Center and field personnel. Gives addresses, phone numbers, sales, buying procedures, and other data. Also gives buyers' procurement areas.

Coast Guard Exchange System (CGES): lists key HQ and store personnel; gives addresses, phone numbers, sales data, and buying procedures.

Marine Corps Morale, Welfare & Recreation Support Activity, Retail Operations (MCX): lists key HQ and store personnel. Gives addresses, phone numbers, sales buying information, and other data.

Veterans Canteen Service (VCS): lists key central HQ and region personnel. Gives addresses, phone numbers, sales/promotion data, and buying procedures.

Morale, Welfare & Recreation Activities (MWR): lists key HQ personnel at military service branches. Gives addresses, phone numbers and buying procedures.

Index to Resale Professionals: alphabetically lists all military resale personnel with the page number where they can be found in the sections above.

If you don't find what you're looking for in the ALA Directory call on ALA's information resources (202) 466-2520. We are happy to assist you.

The American Logistics Association

The American Logistics Association is a voluntary nonprofit organization of manufacturers, manufacturers' representatives, brokers, distributors, publishers and other companies who sell or provide products and services to the military resale systems. The term "military resale systems" is used to include all military exchanges and commissaries, Department of State stores, Veteran's canteens and the Armed Services' Morale, Welfare, and Recreation (MWR) activities which sell or provide a product or service. The Association is governed by a set of Bylaws.

The mission of the American Logistics Association is to: promote, protect, and ensure the existence and continued viability of the military resale systems; provide a climate for sales that are mutually beneficial to the military and industry; provide a forum where industry and the military resale systems can solve problems, explore opportunities, and reach business solutions; enhance the business of ALA member companies.

ALA FUNCTIONS

- To be proactive in effecting changes and improvements that will increase members' sales and lower members' costs.
- To be cognizant of, understand, and proactively influence legislation that may affect the military resale environment.
- To be cognizant of, understand, and proactively influence initiatives being taken by the military resale systems that may affect the industry and the marketplace.
- To establish positions on issues and "lobby" on behalf of the membership and the military resale systems.
- To be the prime resource for the military resale systems, industry, the congress, and other government agencies and departments on all matters pertaining to the military resale and MWR industry.
- To provide a communications network to keep industry members and military informed on a timely basis on all issues of interest, import, and concern.
- To conduct meetings that provide industry members, the military resale systems, congress, and other government agencies and departments a forum for information exchange and problem resolution.

ALA'S GENERAL OBJECTIVES

Industry-Congressional Relationships

- To be proactive and effective in influencing business-building initiatives;
- To maintain a high profile.

Industry-Customer Relationships

- To be proactive and effective in effecting change and improvements that will increase sales and lower costs.

Management Structure/Organizational Competency

- To ensure that ALA's organizational structure, management processes, and resources allow ALA to accomplish its mission and objectives.

Member Services

- To provide programs and services that enable members, including chapters, to operate effectively and efficiently.

Membership Scope

- To expand ALA's memberships to encompass all facets of industry selling to the military market.

Education and Training

- To further improve the value of ALA to the military resale system and members; be a catalyst and leader in training and education for subjects that enhance sales, customer service, and cost control.

Research and Information

- To actively and in a timely manner collect, interpret, and disseminate information on issues and trends vital to members' business success.

ALA

ALA offers members who supply goods and services to the military resale system (MRS) and MWR a wide variety of business resources and services. Here are some examples:

- Provides a setting where Industry and Government personnel may meet to address policy and industry issues.
- Provides analytic exchange and commissary sales reports—by store, by region, by agency—invaluable tools for budget planning and market forecasting.
- Produces definitive research on subjects ranging from patron demographics, to marketing and merchandising techniques.
- Makes available inexpensive reproductions of military procurement data that is difficult to obtain elsewhere.
- Publishes accurate directories of member manufacturers, brokers, distributors and media, providing high-profile exposure to clients.
- Provides legal advice from the ALA General Counsel.
- Provides award programs to recognize industry and military accomplishments.

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MEMBER SERVICES

- **Annual Convention**. An international showcase for the entire military resale industry—the most important event of the year.
- **Worldwide Directory**. Key year-round directory and marketing reference guide for industry and the military resale system.
- **Interservice**. Official quarterly magazine offering valuable editorial content, sales reports, and directories.
- **Executive Briefing**. Monthly newsletter reporting issues and regulations in military merchandising and marketing.
- **Pocket Factbook.** Handy guide offers industry statistics at your fingertips.
- **Trade Shows.** ALA conducts trade shows for the military resale systems and the military Morale, Welfare, and Recreation organizations.
- **Conferences/Roundtables.** An annual series of meetings that cover regional issues and topics; draw together full industry and government participation to improve the military resale marketplace.
- **Commissary Council**. Explores issues impacting commissaries; recommends policy.
- **Exchange Council**. Examines military exchange matters; recommends policy.
- **Process Action Teams and Task Forces**. These teams and task forces are composed of industry members to focus on a function or merchandise category within the military marketplace which has the potential for improved performance. A recommended course of action is developed and presented to the proper authorities.
- **Government Liaison**. Respected on-the-spot Capitol Hill relationships are complemented by daily contact with DoD and all the military resale services.
- **Special Meetings.** Held for the benefit of either the military or industry, or both to discuss issues and work toward an amicable solution to a problem. Often, these meetings are called to educate on a new procedure.
- **Chapters Around the World**. Focusing on local matters in the United States, Europe, and the Pacific.

Convention & Conferences

ALA's Annual Convention is the industry event. It is the sole opportunity on a national scale for industry and government and military representatives to convene in pursuit of their common objectives. Each year, at the Annual Convention, ALA strives to:

- Provide a forum for the open discussion of ideas;
- Promote the exchange of knowledge and experience among industry and military leaders in the military resale system, and delegates on Capitol Hill;
- Develop meaningful and thought-provoking educational programs;
- Identify industry trends; and
- Encourage the development of membership know-how to achieve industry-wide goals.

ALA's Regional Conferences and Roundtables provide the opportunity for company executives, management staff and key supervisory personnel to increase their knowledge and skills through seminars at the regional level.

Held during the year at strategic locations, ALA's educational programs provide an opportunity for members to meet with military representatives from regional and local military resale operations. There they tackle mutual business problems in an atmosphere of candor and cooperation.

These conferences offer insights into the systems and strategies of doing business with government and military agencies.

To ensure that appropriate business practices are conducted, the following disclaimer is noted at all ALA meetings:

"It must be noted that during ALA Board of Directors meetings, Standing Committee meetings and all other Association meetings, under no circumstances, for any reason whatsoever, may any discussion be held for any purpose of or which has the effect of either directly or indirectly limiting competition or restraining trade. At all Association meetings there may be no discussions as to geographic allocation of business activities; no discussions as to how much anyone can make, buy or sell; no discussions on price differentials or the maintenance of resale prices; no discussions as to class of consumers; no discussions as to the amount or extent of the supply of the products reaching the marketplace; and no discussions about preventing any buyer or class of buyers from having access to all the present or potential products of industry."

Trade Shows

ALA produces a large biennial (odd-numbered years) TRADE EXPO with more than 1600 booths in April of odd years for the military resale industry. Although focused at exchanges, commissary participation is important as a draw to consumables exhibitors. In August of even years, ALA will produce an EXPO for the suppliers and buyers of the services' Morale, Welfare, and Recreation programs. Both EXPOs are designed to accomplish the following:

- Have the largest number of exchange, commissary, recreation, and club managers from the field as possible, since these managers influence what the services buy.
- Have the largest number of service buyers possible in a single location to give exhibited products maximum exposure.
- Provide an educational program of their commander's choosing for service delegates .
- Provide the service delegates with product knowledge and merchandising information via the manufacturer or manufacturer's representative to improve sales in exchanges and commissaries.
- Provide the service delegates an array of the best products available.

Military Relations

For more than 73 years, a spirit of mutual trust and candor has been carefully built between the ALA and the government and military community to ensure the existence and continued viability of the military resale and MWR systems. Also, member companies find opportunities to expand their markets, to improve customer services, and to keep abreast of long term trends affecting their business future. By working in coordination with the various military services, ALA members, through committee action, use their industry expertise to assist the services in developing

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future policies and programs for improvement and expansion.

ALA values its good relations with the military services and federal agencies and will continue to offer its assistance and involvement in any areas where it has expertise available on issues of concern.

Government Relations

With the steady escalation of government involvement in the day-to-day activities of private business, ALA's efforts to represent the legitimate interests of the military resale industry have necessarily become one of its most important membership services.

Effective government liaison is a two-pronged effort: first, to educate those who formulate legislation and regulations, thereby ensuring, as much as possible, fair and equitable consideration of industry needs; and second, to defend the industry against ill-conceived legislation and unreasonable restraints. This activity is of primary importance to ALA for building respect and trust within the Administration, Congress, and the Department of Defense.

Funding for the commissary and exchange systems is a prime concern of ALA's Government Relations Department whose programs reach down to the local level through ALA Chapters.

ALA also organizes task forces with other trade and military associations to provide a unified voice on legislation and regulatory actions which might affect the resale systems and their patrons.

Councils

Much of ALA's success is dependent upon a strong council and committee structure of volunteers who give unselfishly of their time as committee members.

Committees generate positive contributions by vigorously striving to accomplish goals which will benefit the entire industry.

In an effort to have as many members involved in the affairs of the Association more than 100 members sit on various ALA councils and committees.

ALA has a Commissary Council and an Exchange Council. Under the councils' direction are several committees, special groups, task forces, and Process Action Teams that address a full range of issues including frequent delivery, electronic data interchange, public affairs, education and training, stock selection, and merchandising.

Publications

The vital function of communication with ALA members and the military resale community is done in great part through ALA publications. ALA is the focal point for military marketing information.

ALA is proud of the quality of its educational communications materials which play a major role in the continuing flow of information on new government and military policies, and new techniques and concepts in military resale marketing, as well as new industry trends.

Interservice is the ALA's official quarterly magazine structured around in-depth editorial content, educating and informing both sides of the military resale marketplace. As a highly effective advertising medium, *Interservice* reaches 10,000 military resale professionals and buyers around the world, key Department of Defense personnel, and every member of the Senate and House Armed Services Committees and Appropriations Committees, as well as all of ALA's members. Each issue contains solid features covering topics from new product marketing to patron demographics to resale business operations. Featured in each issue is a special report—the annual brokers and distributors listings or the fiscal year's commissary and exchange sales reports.

Executive Briefing is the ALA monthly newsletter that gives updates on issues of interest to the membership and the services, presenting the facts in an easy-to-read format.

And, the publication you are now reading, the ***Worldwide Directory & Fact Book,*** has become the most visible and popular publication in the military marketplace. Published annually to coincide with the ALA Annual Convention, the Directory serves as a one-stop, desk-top reference. Contents include names, addresses, locations, and telephone numbers for ALA members and the military and government resale/support agencies they supply; facts and figures about ALA Industry members and the resale agencies operating commissaries and exchanges; and illustrations, charts, tables and photographs designed to bring this unique industry, and its key participants, to your fingertips.

Public Relations

ALA's public relations effort communicates the importance of the military resale benefit to leaders on Capitol Hill, DoD, members, the military media, and military patrons. The Patron Awareness program reinforces to eligible military patrons the value of their commissary and exchange benefits. A public service campaign, "Service Has Its Rewards" highlights the benefits of shopping on base and seeks to increase commissary and exchange patronage.

Chapters

There are 23 chapters throughout the world. ALA members generate strength for their Association by their work at the chapter level. Strategically located in areas combining industry as well as military activity, ALA chapters draw members to local meetings around the country, in Europe, and in the Pacific.

Chapters provide members with the means to periodically meet and exchange ideas with their peers on both sides of the military marketplace. Through chapters, the national ALA organization receives valuable input and guidance.

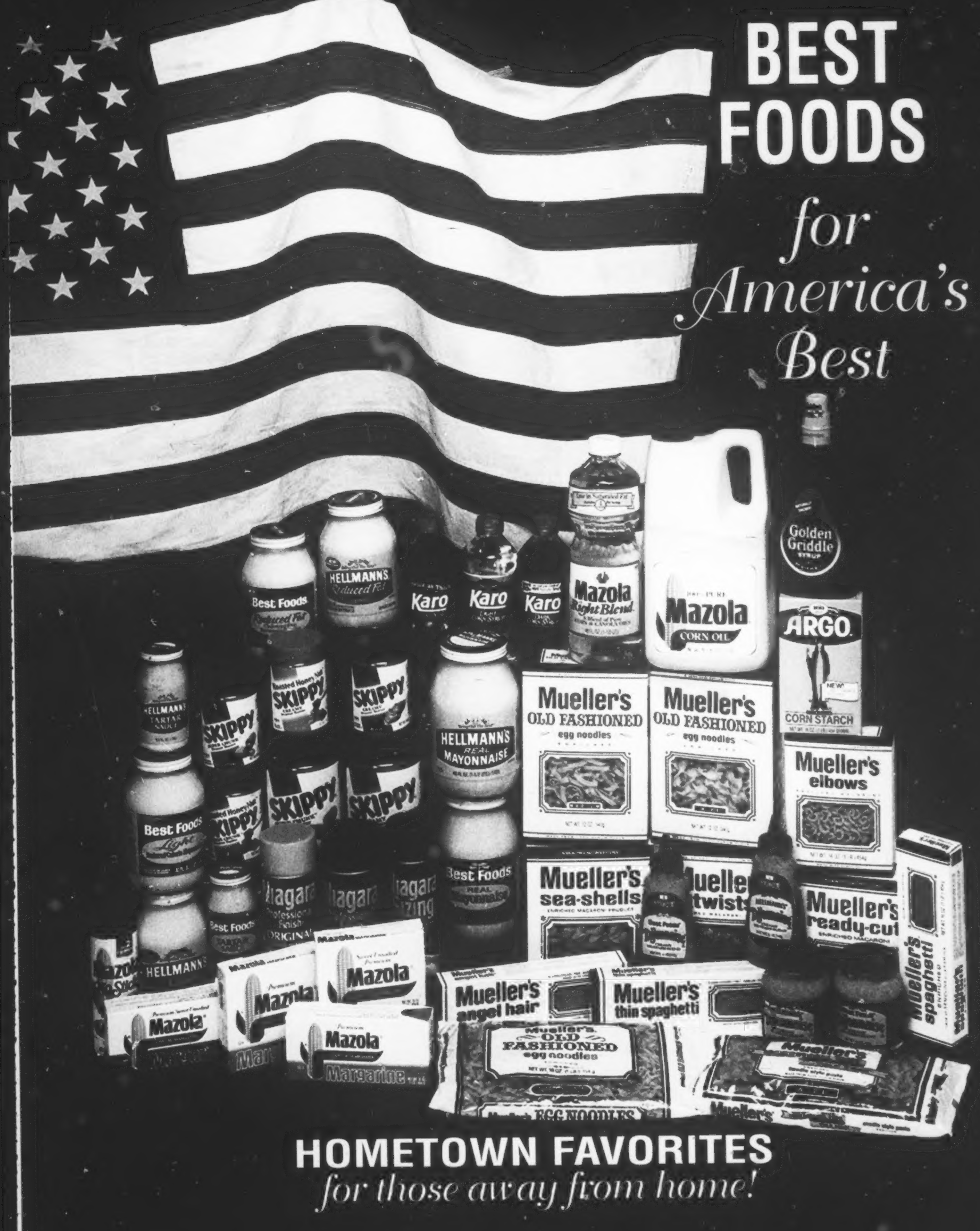
Recognizing the right of the membership on the chapter level to be heard in the national ALA forum, chapters nominate and elect two members of the national ALA Board of Directors to serve as representatives from the chapters. A complete list of ALA chapters and their respective presidents can be found in this Directory.

Other Services & Programs

ALA's *Annual Report* provides a thorough review of the activities, programs and services which ALA conducts for its members and introduces the benefits of membership to non-member companies.

Chapter Guidelines to ensure effective ALA chapter management are contained in an ALA loose-leaf notebook manual.

Awards Program. To recognize leadership and to stimulate further interest in the field of military resale marketing, ALA gives awards to personnel in the armed forces, to students, and to industry participants.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COMMISSARIES & EXCHANGES

How They Work

The military commissary and exchange systems are among the only government activities that actually return more than they cost to operate. The military commissary (a large grocery store operated by and for military personnel) receives an annual appropriation from Congress. These dollars pay for the salaries of those who work for the commissaries and enable the systems to buy products for "resale" at cost from suppliers.

The total amount of all customer purchases in a commissary are subject to a five percent surcharge.

In short, the commissary customers themselves pay (through the surcharge) for the construction of their stores. Through their surcharge payments, the commissary's patrons have compacted themselves into a cooperative.

Each year, commissaries save their customers more than two billion dollars. This is about two times the cost in tax dollars to run the system. Preserving a similar level of non-pay compensation would cost the Government double the current appropriation.

The military exchange (a large, mass-merchandise department store, with many "satellite" i.e., gas stations, fast food operations, movie theaters, and other activities) receives only a small annual appropriation from Congress to pay for transportation of goods from the continental U.S. to overseas locations.

The exchanges, like commissaries, are an integral part of the military pay and compensation package providing a disposable income benefit to authorized patrons. The exchange systems are self-sustaining and operate at a profit generated by patron purchases. After expenses, all exchange earnings are returned to patrons in the form of new or improved exchanges or dividends paid to the Services' Morale, Welfare and Recreation (MWR) Funds.

These MWR activities include child care centers, arts, hobby and craft shops, recreation centers, athletic activities, and a variety of other services used by military members and their families.

Military Exchanges

The military exchange consists of nearly two-dozen separate "businesses" including main exchange stores, convenience stores, package stores, food operations, gas stations, movie theaters, and others. This multi-dimensional view of the exchange systems is important because it sets the scope and vast logistical complexity of the exchange systems' worldwide business operations.

The exchange services seek primarily to improve the quality of life for the 12.5 million customers within their military community. The exchange facilities are staffed by a workforce dedicated to the basic philosophy of offering good service and value to customers.

Because they are "nonappropriated fund" government activities, the exchange systems do not receive taxpayer subsidies. Congressional appropriations are made only to cover the cost of transporting goods from the U.S. to military exchanges overseas. All other expenses, including civilian employees, therefore, are paid from exchange earnings.

Annual sales from the exchange systems' worldwide business operations totaled more than $10.1 billion last year. Through these revenues, the exchange systems last year enhanced the military's "quality of life" by giving back to individual members of the Armed Forces more than $330 million for their morale, welfare and recreational programs.

Facts About Exchanges

Here are some of the most frequently asked questions about exchanges:

Q: *How many exchanges are there?*

A: At present, there are 600 "main exchanges" worldwide, and another 20,000-plus exchange service-operated facilities.

Q: *Who pays for exchange stores?*

A: The cost of building and operating exchanges, including civilian employee salaries, are paid by the exchange services themselves from earnings generated by patrons' purchases.

Q: *Who operates military exchanges?*

A: The military services manage their own exchange programs. These include the Army and Air Force Exchange Service (a joint military command), the Navy Exchange Service Command, and the Marine Corps Retail Operations Branch. The Coast Guard and the Department of Veterans Affairs also operate their own exchanges.

Q: *Who shops in exchanges?*

A: Those eligible to shop include 2.5 million active duty, reserve, and national guard personnel, retirees, and all their dependents; totaling more than 12.5 million individuals.

Q: *Why do we need exchanges?*

A: Exchanges sell quality goods and services worldwide, providing eligible patrons a consistent non-pay compensation benefit. Patron surveys recurringly show that exchanges rank among the top benefits provided to the military community.

Q: *Do exchanges compete with the private sector?*

A: No. The exchange systems are regulated as to their patronage, and the categories and varieties of merchandise they may sell in the U.S. These regulations include cost and price limitations which, through rigorous enforcement by the DoD under the oversight of the House Armed Services Committee, effectively ensure that the exchange systems refrain from direct competition.

Q: *Why are exchange store prices sometimes higher than "downtown" prices?*

A: Exchange stores regularly provide an overall savings to patrons ranging from 20-25 percent. Civilian mass-merchandisers and department stores offer "loss leaders." These do not provide the overall savings which are regularly provided by exchanges' everyday savings.

Military Commissaries

The mission of the military commissary is to provide grocery items for sale to authorized patrons at the lowest practicable prices in facilities designed and operated under standards similar to those in commercial food stores. The assortment of brands of merchandise is limited to those that meet the reasonable demands of commissary patrons.

The military commissary (a large supermarket-type grocery store operated for military personnel) receives an annual appropriation from Congress. These dollars pay for the salaries of those who work for the commissaries and allows the system to buy products for "resale" at cost from suppliers.

Store operations are paid for by a 5 percent surcharge (not a sales tax) levied on the total amount of customers' purchases. Surcharge pays for new commissary construction, renovation, new equipment and maintenance, paper bags, shopping carts, and a multitude of other items. Only overseas commissaries receive funds for transportation and utility costs.

In short, the commissaries' customers themselves pay for their stores, and any improvement to or renovation of store units adds to the value of the country's National Real Estate Inventory. Through their surcharge payments, commissary patrons have, in effect, created a highly efficient, worldwide military shoppers' cooperative.

Commissaries are an integral part of the military's pay and compensation package. The system provides one of the few benefits, perhaps the only one, that delivers more than $2 in direct benefit to the customer for every $1 the system costs the taxpayer.

Surveys show annual savings at the commissary can range from a few hundred dollars for a single person, to more than $1500 depending on family size and shopping frequency.

Also, in many cases, there are no commercial groceries.

Facts About Commissaries

Here are some of the most frequently asked questions about commissaries:

Q: *How many commissaries are there?*

A: As of August 1993, there are 230 in the continental U.S., 136 overseas, and 366 worldwide.

Q: *Who pays for commissaries?*

A: Personnel costs are paid through Congressional appropriations. All other costs of operation are paid for directly by the military patrons themselves.

Q: *Who operates military commissaries?*

A: The Defense Commissary Agency, Ft. Lee, Virginia manages all military commissaries.

Q: *Who shops in commissaries?*

A: Those eligible to shop include 1.7 million active duty personnel, their dependents, and certain authorized reservists and retirees, totaling 12.5 million individuals.

Q: *Why do we need commissaries?*

A: Every re-enlistment survey conducted has shown that commissaries are an employee benefit second in importance only to the medical/dental benefit. Commissaries are among the only benefit aimed exclusively at the military family. Also, in many cases, there are no commercial grocery stores near many of our CONUS and overseas bases.

Q: *Do commissaries compete with the private sector?*

A: Commissaries operate under a very specific mandate to satisfy the personal needs of military personnel. However, despite this mandate, commissaries often are prohibited from offering many goods and services normally found in today's commercial supermarkets.

Q: *Why are commissary prices sometimes higher than "downtown" prices?*

A: Commissaries by law are prohibited from selling something for even a penny less than it cost to buy it, whereas commercial supermarkets use "loss leaders" to attract customers.

Q: *How efficient are commissaries compared with commercial supermarkets?*

A: The efficiency of commissaries is demonstrated by several industry indicators. One standard measure is average monthly sales per square foot of selling space. For commissaries (all commissary stores worldwide), the figure is approximately double that for commercial supermarkets.

For more information about the American Logistics Association, its activities and programs, and an application for membership, please call ALA support staff in Washington, DC, at (202) 466-2520.

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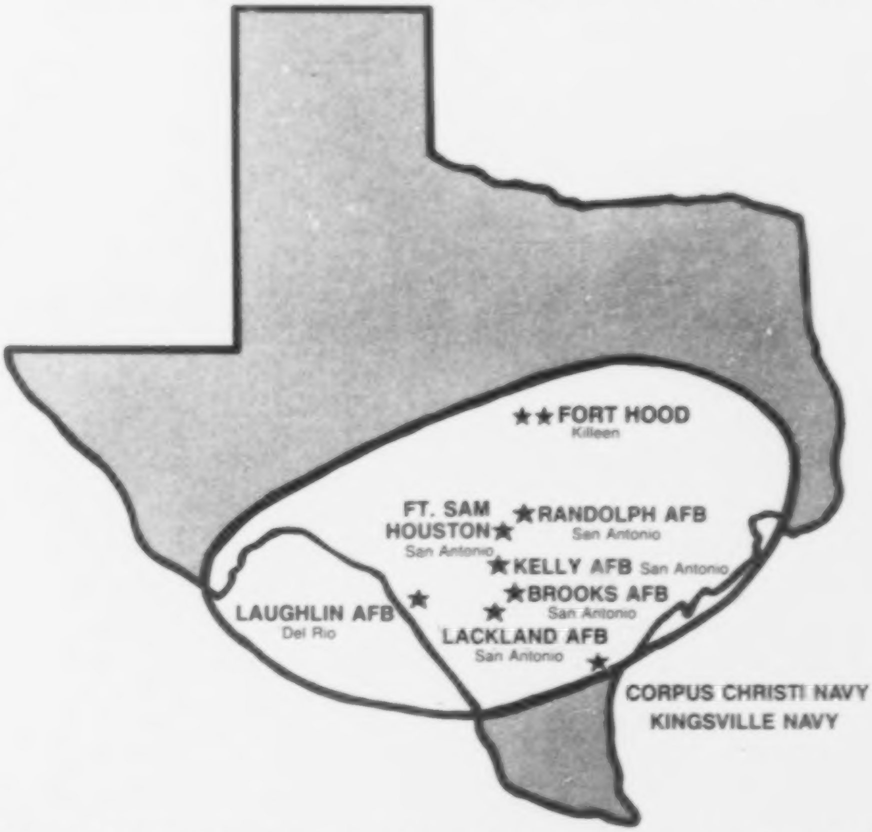

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SALES CO. INC.

The ALA Distinguished Service Award

Background and Purpose

The American Logistics Association each year presents one award to mark distinguished service in the field of military resale and troop subsistence.

The award closely identifies an individual's special combination of qualities of achievement and stature contributed unselfishly to the military resale/troop subsistence industry, and which focuses on the unique attributes of service that are essential to the profession.

Criteria

The ALA Distinguished Service Award is presented to the individual deemed by the ALA Board of Directors to have made, during their career, lasting contributions so truly significant that, in the opinion of the ALA Board, the individual will influence the cause of military resale and subsistence achievement for all time. Gauged by such a measure, ALA believes that the individual will have earned this "distinguished" honor in pursuit of the defense of this country.

Award Presentation

The ALA Distinguished Service Award is presented to the recipient at ALA's Annual Convention. It is in the form of a prestigious permanent trophy which travels each year with the recipient. The trophy bears the inscription 'ALA Distinguished Service Award' and includes the names of past recipients as well as the names of the recipients of the retired Logistician of the Year Award.

Rep. H. Martin Lancaster receiving the 1992 ALA Distinguished Service Award from Dick Murray, ALA President and Jim Graef, Manager, Military Sales Department, Quaker Oats Company and Chairman of the ALA Board of Directors.

Award Recipients

1975	BG Emmett Bowers, USA	USATSA
1976	RADM Edward M. Kocher, SC, USN	NAVRESSO
1977	LT. GEN. Woodrow W. Vaughan	DLA
1978	MG Daniel L. Burkett USA	AFCOMS
1979	Mr. William Moran	AFCOMS
1980	RADM William J. Ryan, USN	NAVRESSO
1981	LTG R. Dean Tice, USA	DoD
1982	Rep. Dan Daniel	U.S. Congress
1983	Col W.R. Irwin, USMC	USMC
1984	Maj Gen Richard D. Murray, USAF	AAFES
1985	Lt Gen Edgar A. Chavarrie, USAF	DoD
1986	BG James S. Hayes, USA	USATSA
1987	MG John E. Long, USA	AAFES
1988	Rep. Bill Nichols	U.S. Congress
1989	Senator Sam Nunn	U.S. Congress
1990	Rep. Marvin Leath	U.S. Congress
1991	MG John P. Dreska, USA	DeCA
1992	Rep. H. Martin Lancaster	U.S. Congress

ALA Bylaws

ARTICLE I
Name, Headquarters and Purpose

(a) The name of this Association is the American Logistics Association. Its headquarters and principal office shall be in the City of Washington, District of Columbia. The Association shall maintain other offices at other places as the Board of Directors may from time to time direct.

(b) The purpose of the Association shall be to promote the activities, interests and objectives of companies and individuals actively engaged in the manufacture, sale and/or distribution of products and services to agencies of the United States Government, such as the Department of Defense and those other federal agencies and departments active in the procurement or sale of such products and services as are sold in resale outlets or similar activities. The Association shall also pursue such other purposes as are stated in its Articles of Incorporation.

ARTICLE II
General Form of Organization

(a) The affairs of the Association shall be governed by a Board of Directors which shall be composed of thirteen (13) persons, nine (9) of whom shall be elected by the membership in accordance with the procedures hereinafter described in Article IV(b), two (2) of whom shall be elected by the membership in accordance with the procedures hereinafter described in Article IV(c), one of whom shall be appointed by the Board of Directors to serve for a term of one (1) year, said appointment by the Board insofar as possible to reflect members of the Association not otherwise or inadequately represented on the Board, and one (1) of whom shall be the immediate past Chairman of the Board of the Association, who shall serve on the Board of Directors for a term of one (1) year.

(b) The Board of Directors shall, at its first meeting after the annual meeting of the membership, elect from their number a Chairman of the Board, a Vice Chairman, a Secretary and a Treasurer. The immediate past Chairman of the Board shall serve as Chairman Emeritus of the Board of Directors. No person shall simultaneously serve in more than one office.

(c) The term of office of each of the officers of the Association shall be for one year or until a successor is elected and shall have qualified, but may not exceed two years for any reason.

(d) The Board of Directors shall have the power to appoint additional officers of the Association upon such terms and conditions as the Board may by resolution prescribe, subject, however, to the provisions of the Articles of Incorporation and these Bylaws. The Chairman of the Board shall have the authority to appoint all standing and special committees of the Association. The Board of Directors shall be responsible for the overall policies of the Association.

ARTICLE III
Duties of Officers

(a) The Chairman of the Board shall be the chief executive officer of the Association and shall preside at all meetings of the Board of Directors and, subject to approval by the Board of Directors, pursuant to Article II(d), shall appoint the members of all committees not otherwise provided for in these Bylaws.

(b) The Vice Chairman shall, in the absence or disability of the Chairman of the Board, perform the duties and exercise the functions of the Chairman of the Board. The Vice Chairman shall also exercise and perform such other duties, and have such other functions as the Chairman of the Board of Directors shall from time to time designate. In the event of the death, resignation or permanent disability of the Chairman of the Board, the Vice Chairman of the Association shall assume the duties of the office.

(c) The Secretary shall keep the minutes of the meetings of the Board of Directors in books provided for that purpose; shall preserve all records, letters and other documents relating to the affairs of the Association; shall keep in a book provided for that purpose the names and addresses and dates of membership of all members of the Association; and shall perform such other duties as the Board of Directors may from time to time require. The Secretary shall sign all agreements made in the name of the corporation and shall affix the corporate seal, of which he or she shall have custody, to all instruments requiring it. In the event of death, resignation or permanent disability of the Vice Chairman of the Association, the Secretary shall assume the duties of the office. The Board of Directors shall elect at least one Assistant Secretary of the Association. Such Assistant Secretary shall have such powers and duties as the Board shall from time to time determine, and may be a paid employee of the Association.

(d) The Treasurer shall receive and account for all of the funds of the Association, and shall render annual statements showing in detail all monies received and the source thereof; all funds disbursed by the Association and the purpose for which the same shall have been expended. The Treasurer shall perform such other duties as may be prescribed by the Board of Directors. If required by the Board of Directors, the Treasurer shall give bond in such form and with such surety as shall be satisfactory to the Association for the proper and faithful performance of the duties of the office and for the restoration to the corporation in the event of death, resignation, retirement or removal from office, of all books, papers, vouchers and other property or assets of the corporation in his or her care or possession or control. The premium for such bond shall be paid by the Association. The Board of Directors shall elect at least one Assistant Treasurer of the Association, who need not be a member of the Board of Directors or the Association. Such Assistant Treasurer shall have such powers and duties as the Board shall from time to time determine, and may be a paid employee of the Association.

(e) The Chairman Emeritus shall act in an advisory capacity to the Chairman of the Board and shall be a voting member of the Board.

(f) The Officers and the Board of Directors of the Association shall be entitled to no salary or other compensation for their services as such.

(g) The Chairman of the Board, Vice Chairman, Secretary, Treasurer and the Chairman Emeritus shall constitute an "Executive Council" the function of which will be to act as the advisory group for the President. This Council will also be charged with reviewing key association operational matters for presentation and recommendations to the Board of Directors.

ARTICLE IV
Meetings

(a) An annual meeting of the Industry Members, as described in Article V, shall be held during the Association's annual convention in each year at which time the

Industry Members shall elect by a plurality vote such number of Directors as shall be necessary to fill the vacancies of those Directors whose terms are expiring during the then current year. The annual meeting shall be held in Washington, D.C., or in such other place as the Board of Directors shall designate.

(b) The term of office for nine (9) of the members of the Board of Directors shall be three (3) years. Continuity and balance on the board shall be maintained by electing three of those nine board members each year, one of whom will be predominantly exchange oriented, and one of whom will be predominantly commissary oriented.

(c) Two of the members of the Board of Directors shall be elected by the Presidents of the Chapters of the Association. The Chairman of the Board of the Association shall appoint a nominating committee of three (3) Chapter Presidents, whose duties shall be identical to the duties described in Article VIII(a). The Chapter Presidents shall vote prior to the Association's annual convention. The term of office for each of the two (2) members of the Board of Directors elected pursuant to this paragraph shall be for a term of two (2) years. Members elected pursuant to this paragraph shall not succeed themselves as Chapter Representatives on the Board of Directors. Solely for the 1992 election, the Chapter Representative to the Board receiving the second highest number of votes will serve a one year term. Thereafter, one Chapter Representative will be elected each year for the two year term provided herein.

(d) Vacancies occurring in the Board of Directors by reason of death, resignation, retirement, disability or removal from office shall be filled by vote of the remaining Directors, and a person or persons so elected shall serve for the unexpired portion of the term for which the predecessor was elected.

(e) Notice of the date, time and place of the Association's annual convention shall be announced to each member at least sixty (60) days prior to the date of the meeting. Such notice shall also include the report of the Nominating Committee.

(f) The order of business to be transacted at the Association's annual membership meeting shall be determined by the Board of Directors prior to the meeting. A quorum for the transaction of business shall be such number of Industry Members as are present either in person or by proxy.

(g) Industry Members may vote either in person or by written proxy, except that no proxy shall be exercised by a person who is not an Industry Member.

(h) The Board of Directors shall hold an organization meeting within thirty (30) days after the Association's annual membership meeting at which they shall elect the officers to serve for the ensuing year, elect the Board Member to serve for one year pursuant to Article II(a), and transact such other business as shall be appropriate. Such meeting shall be convened at the call of the Chairman of the Board.

(i) The Board of Directors shall meet at least quarterly at a place to be designated by the Chairman of the Board with the approval of the Board.

ARTICLE V
Membership

(a) Membership in the Association shall consist of two classes: Industry and Individual.

(b) Industry Membership shall be open to those persons, natural or legal, including local chapters of the Association, actively engaged in the manufacture, sale and distribution of products and services to agencies of the United States Government, such as the Department of Defense, and those other federal agencies and departments active in the procurement or sale of such products and services as are sold in resale outlets or similar activities. Each Industry Member admitted to the Association shall be entitled to nominate four (4) persons as representatives to receive newsletters, news releases, market data and other materials provided by the Association to Industry Members. However, only one representative of each Industry Membership is entitled to vote at any meeting of Industry Members. The authority of the voting representative of each Industry Member shall continue until the Industry Member notifies the Association in writing that a replacement has been made. Such representatives shall be eligible to serve on committees of the Association and otherwise be entitled to all other privileges of an Industry Member. There shall be no additional dues charges or other assessments made against up to four designated representatives of an Industry Member.

(c) As described in Article V(b), each Industry Member may designate four (4) persons as representatives, but may only designate one such representative to vote at an Association meeting. Pursuant to the foregoing sentence, as used in this Article, each of the four (4) persons designated by an Industry Member shall be referred to as "Industry Member." Subject to the exception noted in the next sentence, persons elected to the Board of Directors must be an Industry Member or a Voting Industry Member of the Association. The person appointed by the Board of Directors for a term of one (1) year, pursuant to Article II(a), need not be either a Voting Industry Member or an Industry Member, but must be a member of the Association. Notwithstanding any other provisions of this paragraph, no person who has served a three (3) year term on the Board of Directors may be re-elected to the Board within two (2) years of the end of the three (3) year term served, and no person may be elected to the Board of Directors if one of the four (4) Industry Members from such person's company is already serving on the Board.

(d) All applications for membership for whatever class shall be in writing, on forms provided for that purpose, and shall be submitted to the Board of Directors. Such applications shall include such information as the Board of Directors shall from time to time prescribe and shall be accompanied by tender of all dues required for such membership. The Board of Directors shall vote on all pending applications for membership at each of its regular meetings, provided however, that renewal applications need not be approved by the Board.

(e) The Board of Directors may from time to time by resolution elect a person or persons to Honorary or Life membership in the Association. Such membership will entitle holder thereof to the rights and privileges included in the resolution, but such memberships will not entitle recipient to the right to vote as an Industry Member.

(f) Industry Members of the Association in good standing may, subject to rules and regulations adopted from time to time by the Board of Directors, print upon their labels and stationery the legend "Member of American Logistics Association," provided that the legend shall be so printed as in no way to give the consumer an impression that it is a representation of quality, or that the quality of the product is endorsed by the Association.

ARTICLE VI
Dues and Fees

(a) The Board of Directors shall establish and periodically review the dues structure of the Association.

(b) The Board of Directors may from time to time increase or decrease the dues payable by the members and may determine the amount of other fees and payments by the members from time to time, including, without limitation, the amount of registration and other fees connected with attendance at meetings, conventions or seminars conducted by or under the auspices of the Association. Provided, however, that there shall be no retroactive increase in the dues and no such increase shall be effective until the expiration of the period for which a member shall have paid dues in advance.

(c) Any member who does not pay their or its membership dues or who engages in conduct prejudicial to the Association, or who ceases to meet the qualifications for membership specified in the Bylaws, may be dropped from membership. The Board of Directors may terminate the membership of such member by the affirmative vote of two-thirds of the members of the Board provided, however, that the Board of Directors instead of terminating the membership of such member may have the option of suspending such member for such period of time as the Board may determine. Any member whose membership has been so terminated or suspended shall have the right to be heard at the next regular or special meeting of the Board of Directors, and to have such termination or suspension reconsidered at that time by the Board.

(d) Any member may withdraw from membership by filing with the President a written resignation which shall take effect immediately upon its receipt. Such resignation shall not, however, relieve the person, firm, partnership, association, or corporation, so resigning from liability for unpaid dues.

ARTICLE VII
Chapters

(a) Additional local chapters, other than those in existence on the effective date of Article VII of these Bylaws, shall be organized only upon the approval of the Board of Directors upon such terms and conditions as the Board of Directors may determine.

(b) Upon dissolution of any local chapter or the withdrawal of its chapter, all of its property and records shall be and become the property of the Association.

ARTICLE VIII
Committees

(a) The Board of Directors shall annually appoint a Nominating Committee, which shall consist of not fewer than three (3) members of the Board of Directors, and an equal number of members not on the Board of Directors. The Nominating Committee shall meet at the call of the Chairman of the Board and shall, not later than one hundred eighty (180) days prior to the date of the annual meeting, present its report to the Board of Directors. Such report shall include its recommendations for persons who are to be candidates for election to fill the vacancies on the Board of Directors at the annual meeting pursuant to Article IV(b). In selecting candidates for election to fill vacancies on the Board of Directors, the Nominating Committee shall give primary consideration to making the Board of Directors broadly representative of the Association as the membership is reflected on the rolls. The Nominating Committee Report also shall include a statement that all candidates nominated have stated that they are willing to serve on the Board of Directors and assume at least one of the officer positions of the Association. Recommendations for the Chapter President vacancies on the Board shall be reported pursuant to Article IV(c). One candidate shall be recommended by the Board Nominating Committee, for each Board vacancy which shall be voted upon at the annual meeting of Industry Members.

(b) Upon the publication of the report of the Nominating Committee, no later than one hundred fifty (150) days prior to the annual meeting, direct nominations may be made to the Board of Directors. Such nominations shall be in writing, shall identify the person or persons nominated, shall be subscribed by not fewer than twenty-five (25) Industry Members of the Association and shall include the written acceptance of the person or persons nominated to serve in the office for which they are nominated. Any such nomination in the possession of the Board of Directors not later than ninety (90) days prior to the date of the annual meeting is to be sent to the members. The names of persons so nominated shall be included in the annual membership notice which shall be sent to the members at least sixty (60) days prior to the annual membership meeting.

(c) The Board of Directors may, by resolution, establish such other standing or special committees as it shall deem necessary for the transaction of the activities and affairs of the Association. Such committees shall have and may exercise such powers and duties as the Board shall from time to time designate.

ARTICLE IX
Accounts

(a) The fiscal year of the Association shall end on the 30th day of June in each year, commencing with the 30th day of June of the first year in which these Bylaws shall become effective.

(b) The accounts of the Association shall be audited not less frequently than annually by an independent auditor, who shall be a Certified Public Accountant, whose report shall be submitted to the Board of Directors at the annual meeting. Copies of such reports shall be sent to each Industry Member as soon as practicable after the annual meeting.

ARTICLE X
Publications

(a) The Association may publish such publications or periodicals as the Board of Directors shall from time to time determine.

(b) The Board of Directors shall have authority to determine the format of such periodicals, the advertising rates, if any, therein, and the subscription price thereof to non-members. The President shall have authority to retain or engage any editorial personnel necessary for the publication thereof as shall be deemed necessary.

(c) The President shall be, ex officio, the editor and publisher of all publications of the Association.

ARTICLE XI
Headquarters Staff

(a) The Headquarters of the Association shall be managed by its staff, which shall be under the direction of a President. The President shall have authority to employ such other personnel as shall be deemed necessary to attend to the affairs of the Association, consistent with these Bylaws and with any budgetary limitations imposed from time to time by the Board of Directors.

(b) The President shall have such further powers and duties as the Chairman of the Board or the Board of Directors shall from time to time designate. A position description of the authority and responsibilities of the President shall be maintained at Association headquarters.

(c) The President shall be entitled to attend all meetings of the Board of Directors and meetings of the membership of the Association, but shall have no vote thereat. The President shall not, during the term of employment as such, be an Industry Member of the Association.

ARTICLE XII
Amendments and Quorum

(a) These Bylaws may be amended at any regular meeting or special meeting of the membership of the Association, provided that notice of any proposed amendment shall have been included in the notice of such meeting.

(b) In the absence of such meeting, these Bylaws may be amended by mail ballot, the conduct of which shall be under the procedures as the Board of Directors shall from time to time prescribe.

(c) Any amendment or amendments to these Bylaws will be effective upon the affirmative vote of a majority of the membership of the Association voting in person, by proxy, or by mail ballot.

(d) A quorum at any meeting of the membership of the Association shall consist of a majority of those entitled to be present, either in person or by proxy.

ARTICLE XIII
Indemnification

(a) The Association shall indemnify and hold harmless each person who is now or has been or shall hereafter serve as a director or officer of the Association from and against any and all claims and liability, whether the same settled or proceed to judgement, to which such person shall have become subject by reason of having heretofore or hereafter been a director or officer of the Association, or by reason of any action alleged to have been heretofore or hereafter taken or omitted in such capacity, and shall reimburse each such person for all legal and other expenses (including the cost of settlement) reasonably incurred in connection with any such claim, liability, suit, action or proceeding; provided, however, that no such person shall be indemnified against, or be reimbursed for, any claims, liabilities, costs or expenses incurred in connection with any claim or liability, or threat or prospect thereof, based upon or arising out of willful misconduct, in the performance of duties as such director or officer of the Association. The determination of all questions as to the existence of willful misconduct, and as to the right to indemnity and reimbursement hereunder and the reasonableness of such costs and expenses may be made, and shall be final and conclusive if made by the Board of Directors of the Association acting at a meeting at which a quorum is unaffected by self-interest notwithstanding that other members of the quorum present but not voting may be so affected. The rights accruing to any other person under the provisions of this Article XIII shall not exclude any other right to which the director or officer may be lawfully entitled, nor shall anything herein contained restrict the right of the Association to indemnify or reimburse such person in any case even though not specifically herein provided for.

(Date of last revision: 10 April 1992)

ALA Nominating Procedures

ALA's Board of Directors

The Board contains 13 Directors, comprised as follows:

9 Members elected by membership;
1 Appointed by the Board;
1 Immediate Past Chairman;
2 Elected by Chapter Presidents.

Nominating Committee

Nominations to the Board of Directors are obtained by the Nominating Committee in a number of ways:

1. Candidates may be proposed by members of the Nominating Committee;
2. Members may volunteer themselves as potential nominees;
3. Candidates may be proposed by other members of the body at large.

The Nominating Committee which is appointed by the Board of Directors in accordance with Article VIII of the Bylaws shall be composed of no less than three members of the Board of Directors and an equal number of members not on the Board. The Nominating Committee must meet no less than 180 days prior to the annual meeting. One candidate will be nominated for each of the three vacancies which occurs through normal term expirations.

Nominations by the Membership

Upon publication of the report of the Nominating Committee, additional candidates may be made part of the ballot when no fewer than 25 Industry Voting Members of the Association subscribe to the candidacy (and the candidate accepts) and this candidacy is provided to the Board of Directors 90 days prior to the annual meeting.

Chapter Representatives

One Chapter representative is elected by the Chapter Presidents for a two year term every year.

Appointment by Board Directors

In addition, in accordance with Article II, the Board of Directors is required to appoint an additional Director for one year "insofar as possible to reflect members of the Association not otherwise or inadequately represented on the Board." The remaining Board position is filled by the Immediate Past President of the Association or an appointee to complete the total of 13.

About Candidates

The Bylaws state: (Article VIII(a)) "In selecting candidates for election to fill vacancies on the Board of Directors, the Nominating Committee shall give primary consideration to making the Board of Directors broadly representative of the Association as the membership is reflected on the roles."

ALA Code of Ethics

I Integrity of Membership

A. It shall be a violation of this Code for a member of this Association to make a false statement or fail to disclose a material fact in connection with his or her membership in this Association.

B. It shall be a violation of this Code for a member of this Association to (1) circumvent these rules through actions of another; (2) engage in illegal conduct; (3) engage in any conduct involving dishonesty, fraud, deceit or misrepresentation.

II Confidences and Secrets

A. It shall be a violation of this Code for a member of the Association to reveal a confidence or secret of his or her employer or principal. As used herein, a confidence or secret refers to information gained as a result of employment or agency that the member of the Association knows or has reason to believe the disclosure of which would be embarassing or would be detrimental to the employer or principal.

B. It shall be a violation of this Code for a member of this Association to use a confidence or a secret of an employer or principal to the disadvantage of the employer or principal.

III Conflicts of Interest

A. It shall be a violation of this Code for a member of this Association, except with the consent of his or her employer or principal, to accept employment or serve as an agent if the exercise of his or her professional judgment on behalf of his or her employer or principal will be, or reasonably may be, affected by his or her own financial, business, property or personal interests. Nothing in this Code shall prohibit a member of the Association from employment on a contingency or a commission basis. It shall, however, be a violation of this Code for a member of this Association to enter a business transaction with an employer or a principal if the member has differing interests therein and if the employer or principal expects the member to exercise his or her professional judgment; however, such business transaction is permissible when full information concerning any potential conflict of interest has been disclosed to the employer or principal, and said party consents thereto.

B. It shall be a violation of this Code for a member of this Association to accept or continue employment if the exercise of his or her professional judgment will be or is likely to be adversely affected by his or her employment or representation of another party, except to the extent permitted under Rule III C.

C. A member of this Association may represent multiple employers or principals if it is obvious that he or she can adequately represent the interests of each.

IV Avoiding Influences by Others

A. It shall be a violation of this Code for a member of this Association to accept compensation for his or her services from anyone other than his or her employer or principal. As used in this rule, compensation shall include any thing of value and shall include all emoluments, gratuities or rewards.

B. It shall be a violation of this Code for a member of this Association to give or cause to be given any compensation or thing of value to any person to influence such person's judgment with respect to the activities of the said member, his or her principal, or employer.

V Performance of Contracts

A. It shall be a violation of this Code for a member of this Association to fail intentionally to carry out a contract for the delivery of goods or services to an agency or department of the United States government, or any other party.

B. It shall be a violation of this Code for a member of this Association to aid or participate in a contract or agreement that he or she believes to be unlawful.

C. It shall be a violation of this Code for a member of this Association to accept a contract for the delivery of goods or services when such member knows or has reason to know that he or she, their principal, or employer is not competent to accept such an undertaking.

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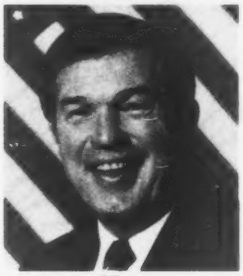

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The Board of Directors is composed of 13 Directors. Two are elected by Chapter Presidents; one is the outgoing Chairman of the Board who becomes Chairman Emeritus; one is appointed by the Board; and nine are elected for three-year terms with three coming on the Board each year. Because the present Chairman was re-elected to a second term, there is no Chairman Emeritus.

Terms of office for several members of the 1993 Board of Directors expire in November 1993. New Board members are elected at the Annual Meeting of ALA members at the Convention. At that time, the names of the new ALA 1993–94 Board of Directors will be announced.

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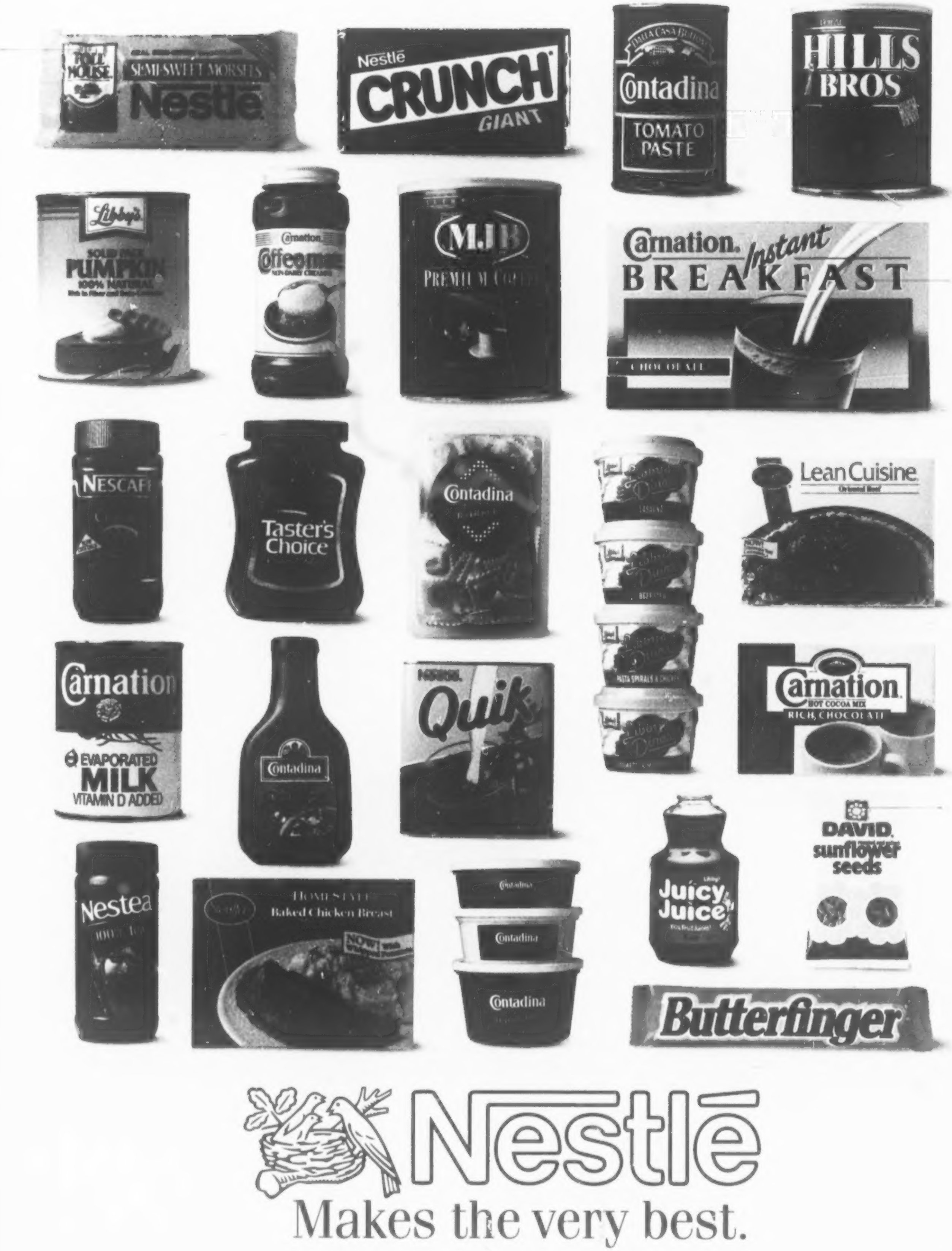
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PROCESS ACTION TEAMS

As DeCA moves into its third year of operation, the organization is still improving its day-to-day operations by examining every function and looking for improvements. One of the most effective vehicles in refining their processes has been the use of process action teams (PATs). ALA's PATs have worked with DeCA to examine operational processes from meat to merchandising.

Background Process action teams are a product of an industry improvement philosophy known as Total Quality Management (TQM). TQM is a pro-active approach that looks for continual improvement of processes— fixing it before it gets broke." The premise is that every process can be improved if examined from the right perspective. The idea behind PATs is to bring together all personnel involved in a process, from upper management to the workers in the trenches. By doing this, the PAT is able to completely breakdown a process and reconstruct it in a more efficient manner. Ideally, ALA PATS have included manufacturers, brokers, distributors, and the appropriate DeCA personnel in their PATS. However, because of economic and time restraints, ALA PATs have followed a slightly different approach in dealing with DeCA.

Evolution The most successful PATs have found that sometimes it is not practical to strictly follow the TQM PAT rules; which state that all parties involved in a process should be involved in the PAT. These groups have used a 2 step approach to process improvement. The first step involves defining a position that can be accepted by the whole group, thereby establishing a unified front. Phase one is done as an industry only group. The second phase is to present that position to the decision makers and workers at DeCA involved in the process. This is a slight digression from the rules by not including DeCA on the original process, but it has proved successful. Phase one was developed to insure there is only one industry position which maintains the integrity of the PAT. The general rule has been, if you can not develop a consensus on a position, then it should not be addressed by the group, instead it should be handled individually. Although this edict has the potential to exclude many key issues, it forces compromise and discussion among competitors who must put the good of the commodity group ahead of any parochial interests.

Another variation on the original intent of PATs involves the scope of a PAT. Conceptually, PATs are temporary and should have one process to dissect and then be disband. However, ALA PATs envelop large operational areas that are composed of many processes. These PATs examine all processes that affect a specific operational function under their purview.

To be pragmatic, most of these groups are not disbanded after resolving an issue. Instead, they act as a standing committee handling all issues as they arise. In some instances, such as the frozen food PAT, they may be inactive for a year and then be recalled. However, as DeCA continues to refine its operations, many PATs will disband after accomplishing their mission.

PAT Effectiveness A big PAT success in 1993 was the development of a standardized Merchandising Handbook. One complaint of vendors in the past has been a lack of uniformity among the DeCA regions: specifically merchandising. In response to a request by the merchandising PAT to standardize merchandising for all DeCA regions, DeCA headquarters drafted a merchandising handbook to guide all regions. This draft was presented to the ALA membership at the annual Commissary Roundtable in Norfolk, VA. At this meeting, each of the PATs reviewed the section of the book pertaining to their focus and suggested changes. DeCA took all changes under consideration and made the changes they felt would best improve the process. This example illustrates the cooperative effort between DeCA and industry to review and improve existing processes.

DISTRIBUTION SERVICES ACTION TEAM

Participants: Lauren Elkin, L.J. Elkin Inc., Co-Chairperson; Ron Ritchie, Nash Finch/B. Green, Co-Chairperson; Bill Rouse, Francois L. Schwartz; Mark Chism, Scrivner, Inc.; Larry Craybas, Kraft General Foods; Don Fox, Monarch Crown, Corp.; David Jared, Coastal Pacific Food Dist.; Jim Jillson, Jillson Distributors, Inc.; Dan McKown, General Mills, Inc.; Steve Phillips, Mead Johnson Nutritional Group; Bob Sarvis, Sarvis, Inc.; Pete Schultz, C. Lloyd Johnson Co., Inc.; Claude Tucker, Military Distributors of Virginia; Karen Walton, IBM Federal Systems Company; Helmut Wilp, Supervalu West Coast Grocery.

Mission: The purpose of the Distribution Services Action Team (DSAT) is to work closely with DeCA and DPSC to improve the flow of products to the store shelves for frequent delivery system (FDS) and central distribution center (CDC) suppliers. The key elements of the process include ordering, transmitting the order, receiving the product and loading the receipt into the bill paying system.

1993 Issues: The PAT worked with DeCA Headquarters and Regions to provide a DIBS training program for industry. This seminar educated members on the inner workings of DIBS Regional Files Maintenance (RFM) and Frequent Delivery Service (FDS). DeCA has also provided industry with an information guide to DIBS which helps document the process. The PAT worked with DeCA Headquarters and the Regions to improve communications through the use of a bulletin board sponsored by ALA. The program, when operational, will allow access to critical information required for an effective FDS program for each item listed in the region. The bulletin board should also help minimize bill paying problems with DeCA. In addition the bulletin board is expected to include notices to the trade, reset schedules and other information of interest to industry. The bulletin board will also have ALA HQ, ALA chapter, and exchange services information.The PAT also conducted several meetings with DeCA Headquarters, DeCA Northwest/Pacific Region and DPSC concerning implementation of DIBS in the Pacific, reduction of transportation costs and improving the communication process for shipment status to the store. A special OCONUS DIBS training session was held for industry in August in Korea. Additional training sessions will be conducted in all location as OCONUS DIBS is brought on line.

Defense Personnel Support Center PAT

Industry Participants: Allen Abbott, George E. Abbott & Co., Inc., Co-Chairperson; Jerry Jared, Military Distributors of Virginia, Co-Chairperson; Tommy Draper, Overseas Service Corporation; Bill Apsey, Kraft General Foods; Lee Jones, C. Lloyd Johnson Co., Inc.; Hal Poel, Sarvis, Inc.

Mission: To continue an open forum between DPSC and industry helping to reduce Order Ship Time (OST), to improve overseas distribution, and insure full van shipments.

1993 Issues: During 1993, the PAT met two times. The first on May 4, in Philadelphia, and the second at the Eastern Conference in Atlanta. The main focus of the meetings was to improve the distribution system to overseas commissaries; the consolidation and shipment of less than van loads, and the reducing order ship time for semi-perishable product.In these times of shrinking budgets, DPSC is looking for ways to reduce overseas transportation cost in order to reduce the cost for DeCA. To accomplish this, DPSC has entered into a service contract for minimum and maximum numbers of vans to be used weekly. On July 15, 1993, a new VPR policy went into effect at Germersheim and Lakenheath. VPRs will be allowed only at the CDCs north of the Alps on a count-and-pay basis, with the exception of distressed merchandise. There will be no scratch-outs on 1155s. Price changes will be effective the 1st or 16th of the month and Supply Bulletin changes must reflect this. VPRs must be submitted via Supply Bulletin change and must be sent to DPSC on a Supply Bulletin change no late than 30 days prior to the effective date.

Future Plans: Future meetings will be held in 1994 to monitor the progress of the past meetings. DPSC would like to expand EDI ASAP, but are restricted by the number of vendors who are signed up. When operational, EDICT will facilitate price changes as well as new items. Currently, a vendor can submit price changes via a diskette. The PAT will continue to help with the rollout of EDICT.

Direct Store Delivery PAT

Participants: Bud Hand, Frito-Lay, Inc., Co-Chairperson; George Hanson, Nabisco Biscuit Co., Co-Chairperson; Scott Sanders, Borden, Inc.; George Marlin, Coca-Cola USA; Randy Barto, Pepperidge Farms, Inc.; Joe Juliano, Pepsi-Cola Company; Jim Puccio, Sunshine Biscuits, Inc.; Dennis O'Connor, Keebler Company; Eddie Trumble, Continental Baking Company.

Mission: The PAT was formed to identify issues that are common to DSD vendors regardless of product category; to identify alternative solutions to issues and identifying the consequences of each solution; to meet with appropriate members of DeCA and/or DPSC to surface these issues and seek resolutions in the best interest of the military resale system, commissary patrons and industry; and to ensure DSD vendors and their categories are given equal consideration for displays, promotional programs, major theme sales, etc. in comparison of other methods of delivery.

Meetings Held

January 25, 1993-San Diego, CA
March 8, 1993-Norfolk, VA
June 7, 1993-Atlanta, GA

1993 Issues: Some individual commissaries have been unable to accept store level DSD promotions for off-shelf displays; displays mandated by region or national DeCA have been using all of the available display space. The Regions are only allowing one brand per category to be displayed (e.g. one cookie, one cracker, one soft drink, etc.). Vendors are no longer allowed to use a count-and-pay system at store level as a form of VPR. DeCA regions request one price within their region from each company. This is not feasible for companies using a combination of company-owned, franchisees, distributors, etc..

Resolved Issues: The new DeCA Merchandising Handbook allows commissaries to accept DSD promotions for off-shelf display, if not in conflict with items in national or regional mandatory display plan. There has been a reduction in the number of national and regional mandated items, which provides more store-level display decisions.The DeCA Merchandising Handbook allows more than one display per category if not directly competitive items (e.g. chocolate chip cookies and creme filled cookies are not directly competitive; both types may be displayed in store).

Stores are now allowed to accept count-and-pay VPRs for certain categories that are generally DSD: cookies, crackers, soft drinks, candy, bread, salty snacks and chips, milk and milk by-products, yogurt, ice cream and packaged meats. DSD vendors will be able to create up to 5 pricing zones for each of their region BPA contracts, if necessary.

Future Plans: The DSD PAT team will meet again at the National Convention in Nashville. The following topics will be discussed: regional and store-level acceptance and adherence to new DeCA Merchandising Handbook; review of 1993 successes, failures, continuing problems for DSD vendors; and any new issues or problems common to DSD vendors.

Meat PAT

Participants: Joe Taylor, Odom's Tennessee Pride, Chairperson; Bill Edwards, Military Meat Specialists, Inc.; Joe Halsted, Lykes Bros., Inc.; Randy Hardee, Dixon Marketing, Inc.; Tim King, Wetterau, Inc.; Andy MacArthur, S & K Sales Co.; Russell Owings, Armour Food Co.

Mission: The Meat PAT is a standing PAT established to deal with the ongoing concerns of ALA's meat membership. This PAT has been focusing on standardizing the procedures for pricing, delivering, merchandising, and billing for meat products throughout all DeCA regions. Because of the diversity of the issues, a new red meat focus group has been formed to better address those issues.

1993 Issues: At the beginning of this year, the meat PAT had several outstanding issues that had not been resolved. There were several factions within the PAT which gave DeCA the impression of an unorganized group. However, after meeting in San Diego in January, the group came together and decided to only address issues that the whole PAT could agree on. This philosophy proved very successful as DeCA accepted the majority of the positions presented. DeCA gave the PAT the opportunity to re-write the portion of the Merchandising Handbook pertaining to meat.

Resolved Issues: The main accomplishment of the PAT in 1993 was the inclusion of the PAT's views in the Merchandising Handbook. The PAT was able to get DeCA to change the meat and grocery categories to better reflect commercial practices. DeCA also agreed to allow certain products to be slacked out at the store—a major achievement. Bob Tate, Joel McCarty, and Jerry Brown are always receptive to new ideas concerning the merchandising of meat. During 1993, DeCA HQ adopted many of the meat PAT positions and promptly wrote and distributed memos to implement new policies.

Future Plans: Compliance is the main issue that remains. DeCA HQ has developed good policies, however, many times the policy is not followed at the store level. The appointment of region meat specialists during 1993 has given vendors an ombudsmen to help with compliance. During the next year, the meat PAT would like build on the successes from 1993.

Chilled PAT

Participants: Rosanne Megrath, Tropicana Products Sales, Inc., Co-Chairperson; Mike Butts, Kraft General Foods, Co-Chairperson; Joe Clawson, Kraft General Foods; Neal Cox, Borden, Inc.; Jerry Fox, Swift-Eckrich, Inc.; Tom McDonald, Downey Communications, Inc.; Phillip Richardson, Coca Cola Foods; Hank Sheffer, Tidewater Wholesale Grocery; Andy Kehoe, Schreiber Foods, Inc.; Ron Slominski, Pillsbury Company; Roy Hardwick, Overseas Service Corp.

Mission: The mission of the Chilled PAT is to improve patron satisfaction through effective management of all chilled departments. The improved satisfaction is to be accomplished in partnership with DeCA through the following: identification of issues, opportunities, and procedures/policies; and the development of action plans, recommendations and long-term solutions.

1993 Issues: The following were 1993 issues: Identifying management's responsibility in chilled food departments; improving new item authorization reaction time; developing a game plan for seasonal item merchandising; minimizing out-of-stocks; standardizing health services regulations and policies; and standardizing the philosophy of department sets within a chilled Planogram.

Current Status: The team has divided into three groups. Currently, the recommendations from these subcommittees are being considered. Two stores, Ft. Riley and Sheppard AFB, are currently conducting a test involving the integration of packaged meats and process cheese to form a meal occasion department. This integration has allowed the store to form a display area within the dairy department to be used for refrigerated merchandising. The Team is in full agreement that being able to display refrigerated items (other than normal shelf allocation) is key to increasing the business in this area of the store. However, the test was not successful for a variety of reasons, but the concept is a good one. The group has also agreed on the method of allocating space within this very limited area of the store. Joe Clawson, a team member, has developed a program to use product cube to determine space allocation. This program has been very successful in the frozen food department. Studies are currently underway to suggest dairy equipment needs for new and existing stores. The Team is currently studying data from retail stores to determine future needs.

Future Plans: The Team plans to further study the integration of meat and dairy items to increase category sales. The group will present their recommendations in a report format (similar to the way the HBA and Frozen Food PATs made their presentations).

Reset/Planogram PAT

Participants: Steve Hodge, Dixon Marketing, Inc., Chairperson; Lisa Akhtarzandi, Downey Communications, Inc.; Bill Butchko, Del Monte Foods; Joe Clawson, Kraft General Foods; John Dillworth, Kellogg Sales Company; Don Fox, Monarch Crown Corp.; Roy Hardwick, Overseas Service Corp.; Jennifer Passantino, Johnson & Johnson; Pete Schultz, C. Lloyd Johnson; Julian Stovall, Webco General Partnership;

Mission: The original intent of the Reset/Planogram PAT was to develop, in conjunction with DeCA, standardized reset and planogram procedures for all of DeCA.

Current Status: During 1992 and early 1993, the PAT finalized many outstanding issues and accomplished their mission. In particular, the PAT was able to help DeCA modify the existing reset guidelines into a complete worksheet that helps plan, organize, and

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conduct effective store resets. The worksheet is being used by all DeCA regions during resets. The PAT defined the basic planogram guidelines used by DeCA in preparation of the finished planograms. With DeCA, the PAT developed a set planogram revision schedules. Categories will be revised the month after a category is reviewed by the DeCA regions based on the current category review schedule. Some extensive categories, such as Health & Beauty Aids, may take longer to finalize.

Future Plans: On behalf of industry, the reset/planogram PAT members thank DeCA for their cooperation and help in working on these issues. At this time, all open issues have been resolved and it will be recommended that any further reset and planogram issues be handled under the merchandising PAT.

Health & Beauty Care PAT

Participants: Adriana Russcol, Co-Chairman, Webco General Partnership; Walt Loving, Co-Chairman, Monarch Crown Corp.; John Eakin, S & K Sales Co.; Pat Manzione, Colgate-Palmolive; Tom McFadden, Proctor & Gamble; Lewis Williams, Johnson & Johnson.

Mission: The Health & Beauty Care PAT was reactivated in June of 1993 for the purpose of coordinating an industry perspective to assist DeCA in maximizing patron savings and shopping satisfaction in this highly visible product category.

Current Status: The HBC PAT had a presentation in August, to provide DeCA with an overview of category management of HBC in the civilian trade. This presentation is to include recommendations of how DeCA can reverse the recently announced decline in patron savings on HBC—from 31.7 percent in 1991 to 23.9 percent in 1992. This presentation was a result of a meeting at DeCA HQ on July 19 with Bob Tate, Bill Mehler, and Paul Sitch.

Future Plans: The PAT will continue to meet with DeCA to determine the best way to counter the recent trend of declining HBC sales. The PAT will also entertain any other issues that may arise in 1994.

Merchandising PAT

Participants: Mike Hinrichs, C. Lloyd Johnson, Co. Inc.; Tom McFadden, Procter & Gamble Dist. Co.; John Korakas, American Home Food Products; Joe Sosnicki, Best Foods/Div. of CPC Int'l.; Fran DiRubbo, Campbell Soup Company; Harvey Richmond, Downey Communications, Inc.; Steve Hodge, Dixon Marketing, Inc.; Wayne Marthaler, James River Corp.

Mission: To continue the efforts of the previous merchandising PAT in developing uniform merchandising policies for all regions. Included in the effort was the development of a merchandising handbook that incorporates recommendations of ALA members expressed at conferences and roundtables.

1993 Issues: The main focus of the PAT in 1993 was the development of a DeCA merchandising handbook which was released in draft form at the Norfolk Commissary Roundtable. After the draft was released, PAT members reviewed the individual sections of the manual (the Meat PAT reviewed the meat section) and made suggested changes. The recommended changes were presented to Bill Mehler of DeCA's Directorate of Operations. Many of the changes were then incorporated into the final version of the DeCA Merchandising Handbook. The PAT met at the Eastern Conference—where the handbook was distributed—and identified additional issues to be discussed by the PAT.

The PAT recommended the headquarters review of the MSL be conducted according to the same category review schedule as the Regions. DeCA agreed to consider this. The PAT felt that the DIBS categories should be published as an addendum to the handbook. Several other issues were discussed with a resolution forthcoming.

Future Plans: DeCA has recently indicated there is a possibility their buying may become more centralized at Headquarters. The Merchandising PAT will keep alert to this and other possible changes to keep ALA membership informed and to convey comments/reactions to the appropriate DeCA personnel.

BILL PAYING PAT

Participants: Christina Thomas, Chairperson, Pepsi Cola Company; Joseph Sosnicki, Best Foods / Div. of CPC Int'l; Mike McDonald, Eurpac Service Company; Bob Coster, Sunshine Biscuits, Inc.; Dave Andrade, Umex Company; Joe Mullen, C. Lloyd Johnson Co., Inc.; Don Nymberg, Hershey Pasta Group; John Payne, Military Distributors of Va.

Mission: October 1992 marked DeCA's first anniversary as a consolidated commissary system. This system had experienced numerous "change over" pains: most notably their bill paying divisions. With the new East and West Service Centers, PAT teams were formed to assist both DeCA and manufacturers in securing timely payment of the commissary bills. The first year proved to be a frustrating, but educational year for both sides. The PAT teams were eventually replaced with emergency procedures and a standardized instruction manual, "Industry's Guide to DeCA's Bill Paying Process." As the year closed, new PAT's were formed to break down the processes involved in bill paying and to recommend further changes in the system. These recommendations were accepted and applied to current bill paying processes.

Current Status: Currently, DeCA functions under one solid set of procedures that are practiced by all manufacturers dealing with the commissary system. The Bill Paying PAT has met several times with DeCA to discuss problem issues or to relay information from industry. One important action implemented by DeCA, and suggested by the PAT, was the resolution of FY92 bills by using the contract settlement clause. DeCA began sending letters out to industry in April requesting that unpaid invoices for FY 92 be packaged and delivered to the appropriate service center for research. After the Service Center completes research the remaining unresolved invoices are forwarded to the West Service Center's contracting division for settlement. If the company accepts the settlement offer, FY92 is officially closed (meaning neither DeCA nor Industry can make any more claims for FY92 bills).

Future Plans: Settlements will continue through the next year, and the PAT will monitor the situation. With the impending close of DeCA's second year, new billing dates and call numbers are imminent. Industry can continue to contact PAT members with any questions or concerns.

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ALA 1994 Meetings Schedule

Western Roundtable*–Long Beach
January 24–26, 1994
Sheraton Long Beach Hotel

Exchange Roundtable–Norfolk
February 14–16, 1994
Waterside Marriott Hotel

Exchange Roundtable–Dallas
April 18–20, 1994
Westin Galleria Hotel

Eastern Roundtable*–Baltimore
June 27–29, 1994
Hyatt Regency Inner Harbor Hotel

ALA MWR Expo '94
August 24–25, 1994
Denver Convention Center

47th Annual Convention–San Antonio
October 26–29, 1994
Marriott Rivercenter Hotel

*Commissary Only

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ALPHA-BITS
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ALA Member Companies

How to use this listing: This membership listing provides a complete roster of all American Logistics Association members. One voting member plus up to three additional members are listed after the corporate address and before the company description. These four members are known as the "corporate" members. After the company description we have listed ALA's "individual" members. When a company joins the Association, they are allowed one voting plus three additional members. Once a company has joined, additional individuals may be added to the four initial "corporate" members. These memberships are known as "individual" and may be obtained annually for $75 per person. The listing information is from the ALA membership data base and is current as of September 27, 1993. Please direct inquiries to Todd Friedeman, Membership Director.

This Industry Members listing also provides a brief description of the products, services, and special capabilities of ALA members serving military and government resale and troop subsistence activities worldwide. The voting member for each company holding current ALA membership is shown in **boldface**. DLA-assigned Supply Bulletin Contract numbers are shown as "SB 10–500–000" with the last three digits being the supplier's assigned brand name contract number. Since "corporate" and "individual" members may not be located at the listed company's address or telephone number it is important to refer to the "Directory of ALA Members," pages 101–180, where all ALA members are listed alphabetically. The index to ALA Members will also indicate, when applicable, an individual's ALA Chapter affiliation.

#

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Martin Johnson
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3M/CONSUMER PRODUCTS GROUP

3M Center, Bldg. 223-4S-01
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SB 10-500-013
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A

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SB 10-600-43

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ARQUEST

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John Rinaldi
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Pam Storms

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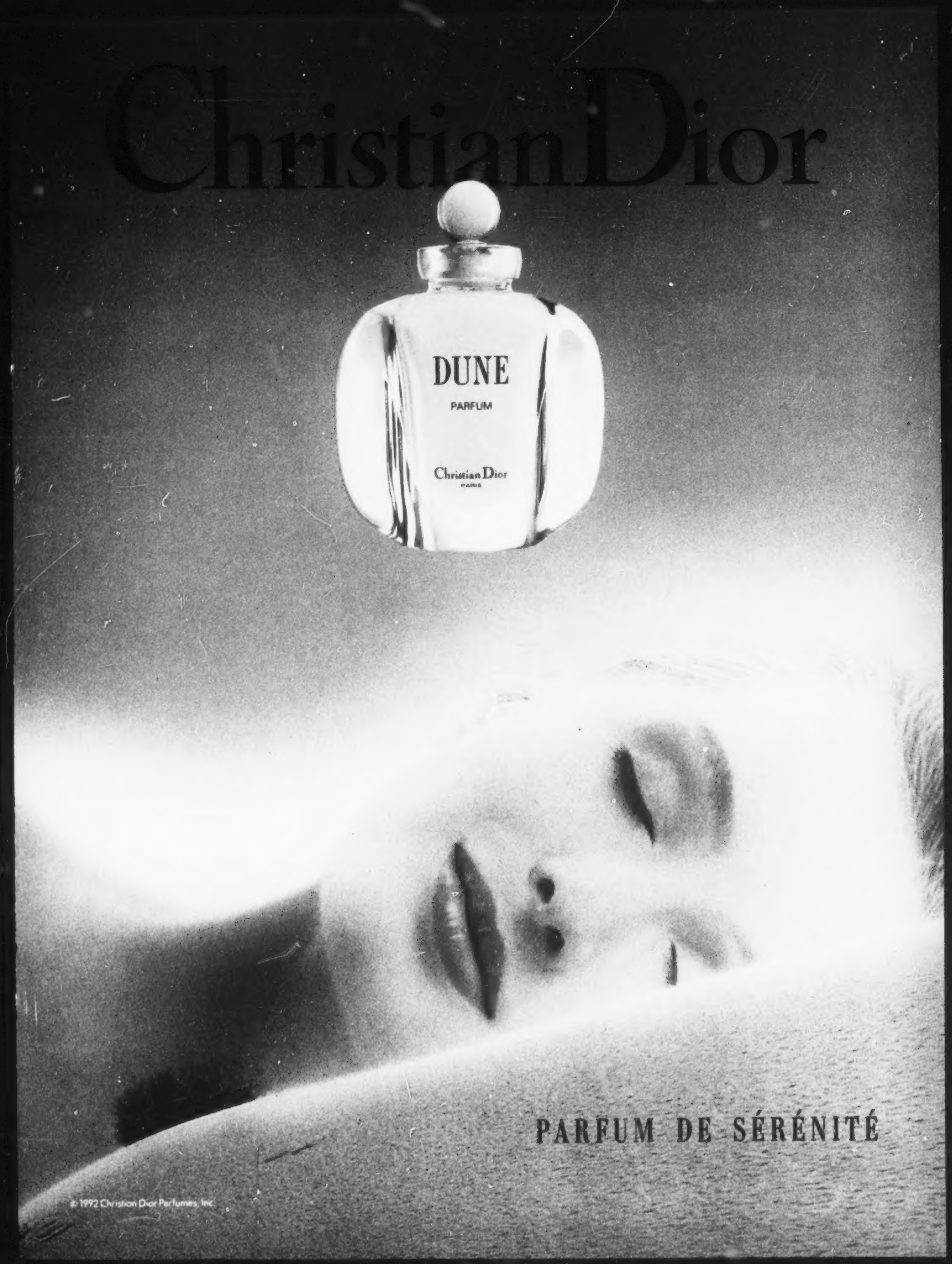
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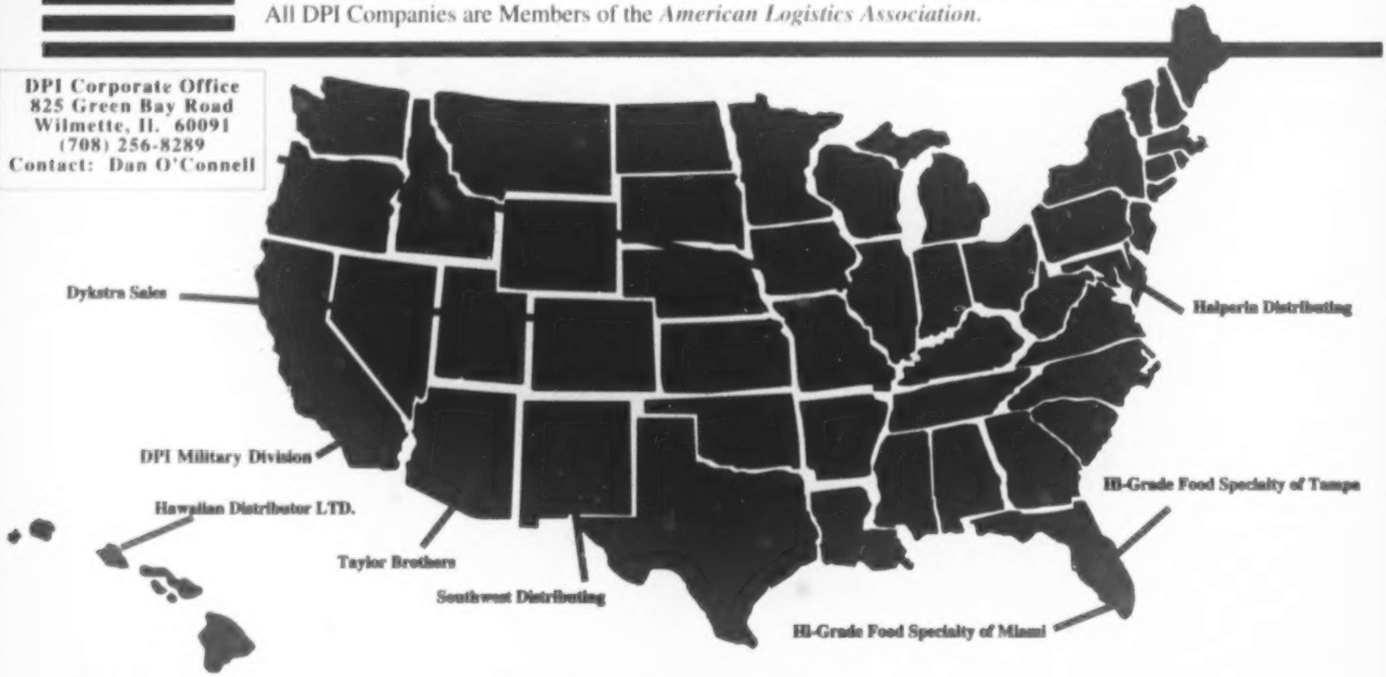

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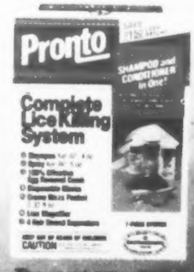
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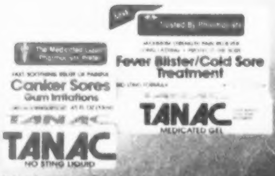
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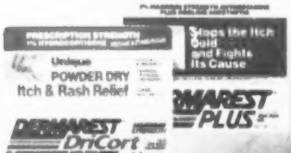
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* Source: Military Audit, 5 months ending 3/93

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SB 10-500-025 Oscar Mayer
SB 10-500-058 General Foods
SB 10-500-132 Kraft Perishables
SB 10-500-481 Kraft Semi-Perishables
SB 10-500-594 Lender's Bagels
SB 10-500-676 All American Gourmet/Birds Eye
SB 10-500-757 Tombstone Pizza
SB 10-500-738 Entenmann's

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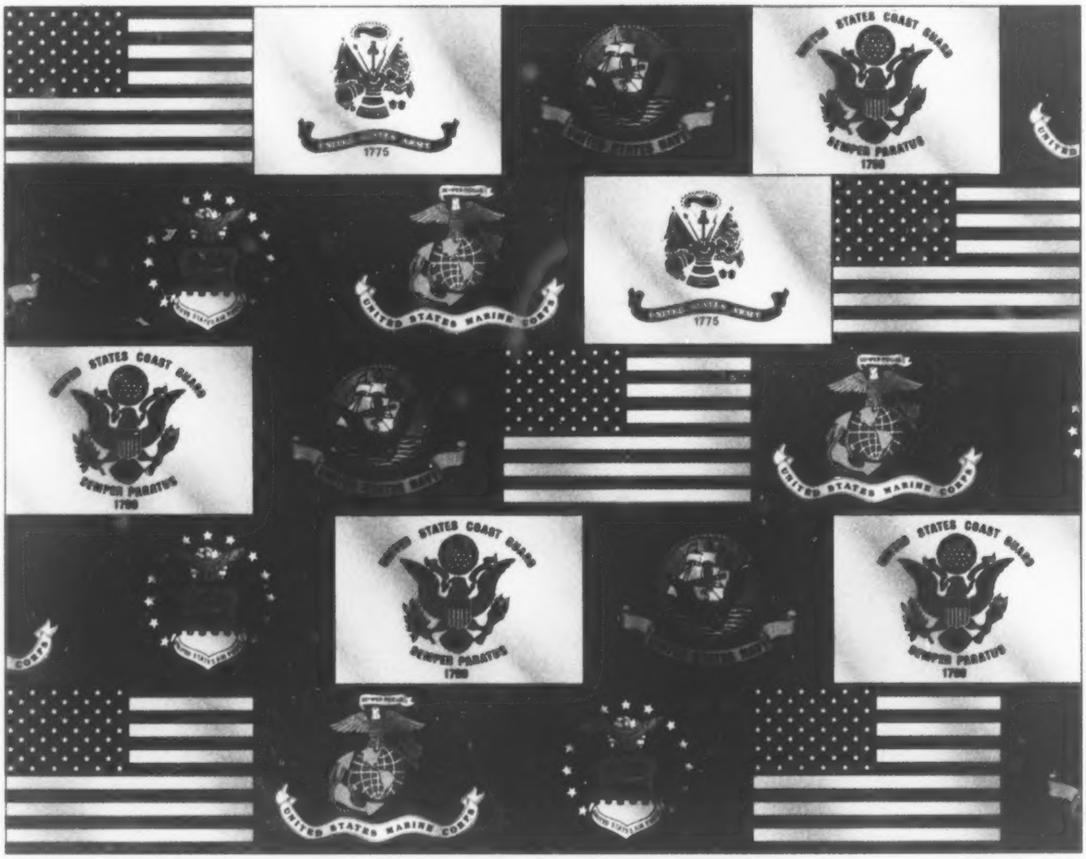
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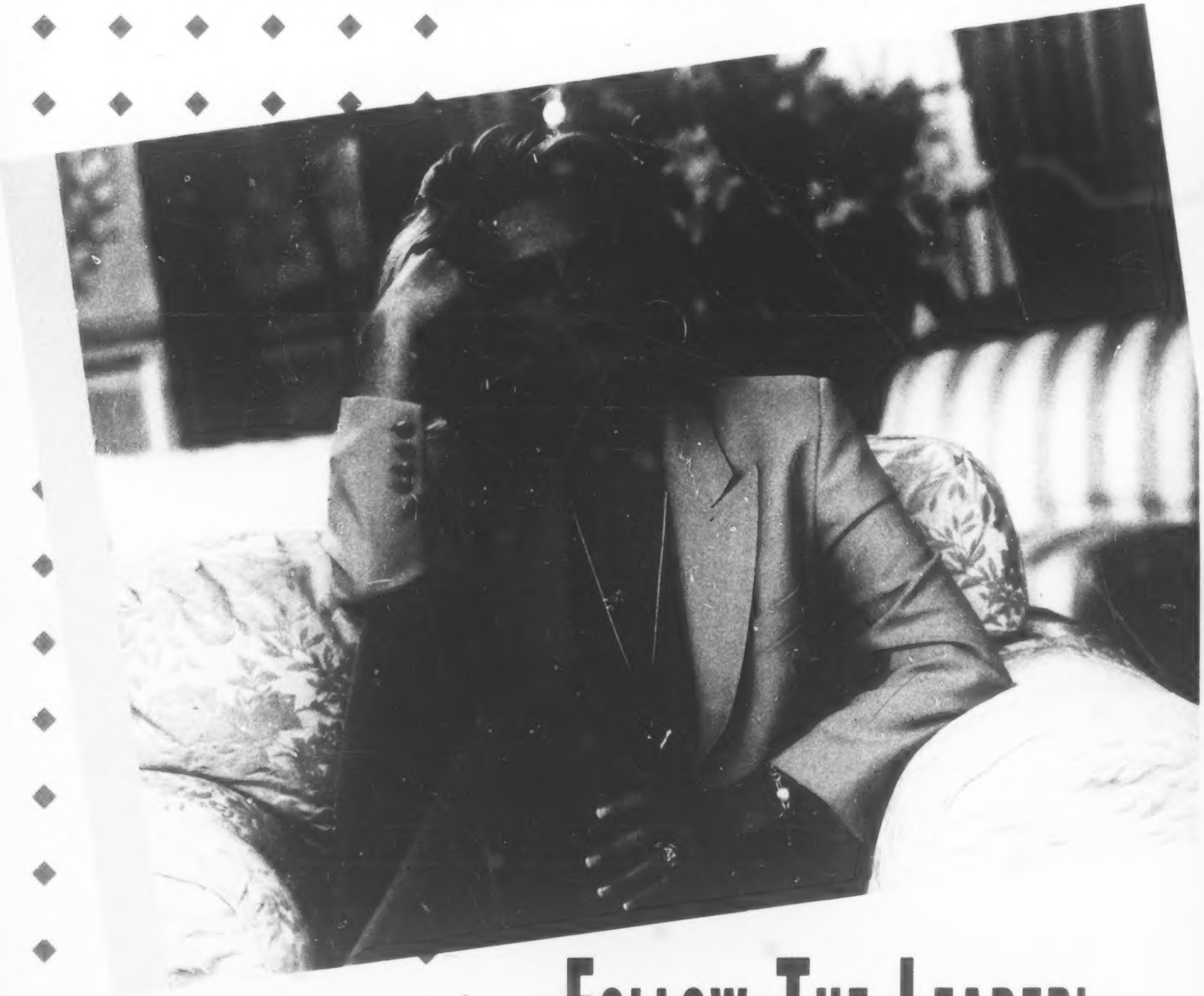

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FAX: (800) 635-6261
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M.S. 24B2
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Minneapolis, MN 55402
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FAX: (612) 330-4520
(612) 330-4215
(615) 330-7355
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Robert K. Dussik
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Consumer food products, canned and frozen vegetables, flour based products, frozen pizza and popcorn, and refrigerated dough products to military commissaries and exchanges worldwide.

SB 10-500-638
SB 10-500-154
SB 10-500-606
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Manufacturer and marketer of Red Man, Granger Select Work Horse, Red Horse, Day's Work and Apple chewing tobaccos; also Velvet, Granger and Half & Half smoking tobacco.

SB 10-500-198

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(214) 401-4809
FAX: (214) 401-4025
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Manufacturer of Polaroid videotapes and instant cameras including Spectra, Impulse AutoFocus, Impulse Focus Free, Cool Cam, OneStep Flash, and the new Captiva camera system; also instant film for these cameras. In 1993, introducing High Definition camera kits and Single Use recyclable cameras.

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8353-8357 Ardwick Ardmore Rd.
Landover, MD 20785
(301) 773-7711
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Ann Sherman
Blanche F. Miller
Joe Miller

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(305) 662-0123
FAX: (305) 666-5204
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SB 10-500-904

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(414) 739-9471
FAX: (414) 738-1432
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SB 10-500-60

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FAX: (803) 237-8705
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PROCTER & GAMBLE DIST. CO.

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E.A. (Ed) Devany
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D. A. Paddock

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SB 10-500-049
SB 10-500-014

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Dennis Colvin
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Charles H. Aldridge
A.B. (Tony) Schuler
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Distributor of fresh meats, poultry and frozen foods with branches located throughout the United States.

PROFESSIONAL MILITARY SALES CO.

9799 Old St. Augustine Road
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Jacksonville, FL 32241-4792
(904) 268-6671
FAX: (904) 268-9665
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Representative of consumer goods manufacturers in the military resale community.

PULSAR TIME

1111 MacArthur Blvd.
Mahwah, NJ 07430
(201) 529-7913
FAX: (201) 529-5985
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Manufacture watches-"Pulsar" and "Jaz Paris" brands.

Q

QUAKER OATS COMPANY

321 North Clark St.
Chicago, IL 60610-4714
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FAX: (312) 222-2964
James R. Graef
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The Quaker Oats Company is a major manufacturer of cereals, baking mixes, syrup, corn products, snacks, pork and beans, specialty bean products, pasta, packaged dinners, isotonic drinks, pet foods and frozen food serving the military worldwide.
SB 10-500-08
SB 10-500-516

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(203) 366-6855
FAX: (203) 366-6855
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Offers sales and marketing consulting services for established or entrepreneurial manufacturers within military resale system. Experienced in footwear, sporting goods, and grocery products. Overseas includes export opportunities.

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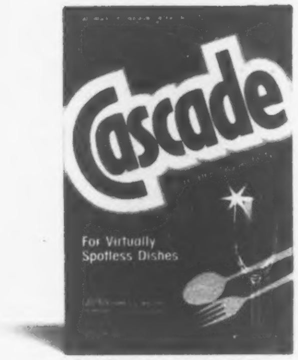
Qwaruba is a manufacturer's representative for Australian sheepskin boots, slippers and scuffs for men, women, children and infants. Price structures and styling are customized to meet the needs of the customer.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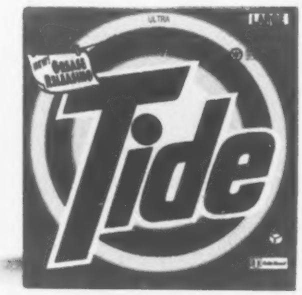

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FAX: (919) 741-4214
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Manufacturer of Salem, Sterling, Now, More, Camel, Winston, Vantage, Doral, Magna, and other cigarettes to military commissaries, exchanges, veterans canteens, clubs and other military resale outlets.
SB 10-500-053

INDIVIDUAL MEMBERS

Dave Thoensen
Steve Wolf
Ed Rosas

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Winston-Salem, NC 27102
(919) 741-3173
FAX: (919) 741-3262
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Manufacturer of Camel, Winston, Salem, Vantage, Doral, More, Ritz, and other cigarettes for overseas military sales, excluding Alaska and Hawaii.
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FAX: (804) 281-4530
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John M. Lowrie
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FAX: (804) 257-2726
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Robert L. Wigmore
Ginger M. Alford

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FAX: (914) 632-5328
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Jim Vanderberg
Don Homar

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SB 10-500-318

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FAX: (404) 955-2133
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Eddie Johnson
William Fisher

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SB 10-500-071

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S. JACOB & SONS

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Linden, NJ 07036
(908) 925-1819
FAX: (908) 925-8341
Sheldon Jacob

Marketers of sterling silver, 24kt gold over silver, and 14kt gold jewelry including necklaces, earrings, bracelets, rings, pins and charms.

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Manufacturer of women's hosiery products.

SARGENTO CHEESE COMPANY, INC.

1 Persnickety Place
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FAX: (414) 893-5681
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Debbie Wirtz
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Marketer of a full line of natural cheese products, including shredded, fancy shredded, sliced, snack, ricotta and specialty items.
SB 10-500-222

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(904) 292-9009
FAX: (904) 292-9227
001-49-6122-15081
001-49-6122-4452
Richard S. Sarvis
Ken McEnery
Tony Ponzini
Hal Poel

Services major companies in the dry grocery, HBA, household, candy, frozen and chilled categories through its worldwide commissary and exchange divisions.

INDIVIDUAL MEMBERS

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Mike Skarra
Jim Harris
Mark A. Blaylock
Tony Picou
Hank Walrath
Jim Mooney
Bill Hackett Jr.
Anne-Marie Wallace
Pauline H. Hall
Kathy Westcott

SAUNDERS PROVISION CO, INC.

P.O. Box 1900
Norfolk, VA 23501
(804) 627-5611
FAX: (804) 627-9017
Edwin A. Salomonsky
Richard J. Salomonsky

Company specializes in 3lb. boxes of steaks, hamburger and sausage for commissary stores and truckload steak sales, as well as frozen portion control meats (beef, pork, lamb, veal and poultry).
[illegible]90-65

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Savannah, GA 31402
(912) 234-1261
FAX: (912) 232-4760
Diane Canady
Dale Ridley
Russell E. McGuire Jr.
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FAX: (912) 236-0215
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Utica, NY 13502
(315) 732-6186
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Tom Rotundo
Reed Willis
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3030 Jackson Avenue
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Memphis, TN 38151
(901) 320-2583
Steve Kane

Manufacturer of HBA products, suncare, cough & cold capsules, laxatives, antacids, allergy products, feminine products, footcare, PAAS Easter and Halloween products.

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FAX: (813) 366-7835
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SCHMIDT BAKING COMPANY

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Baltimore, MD 21236
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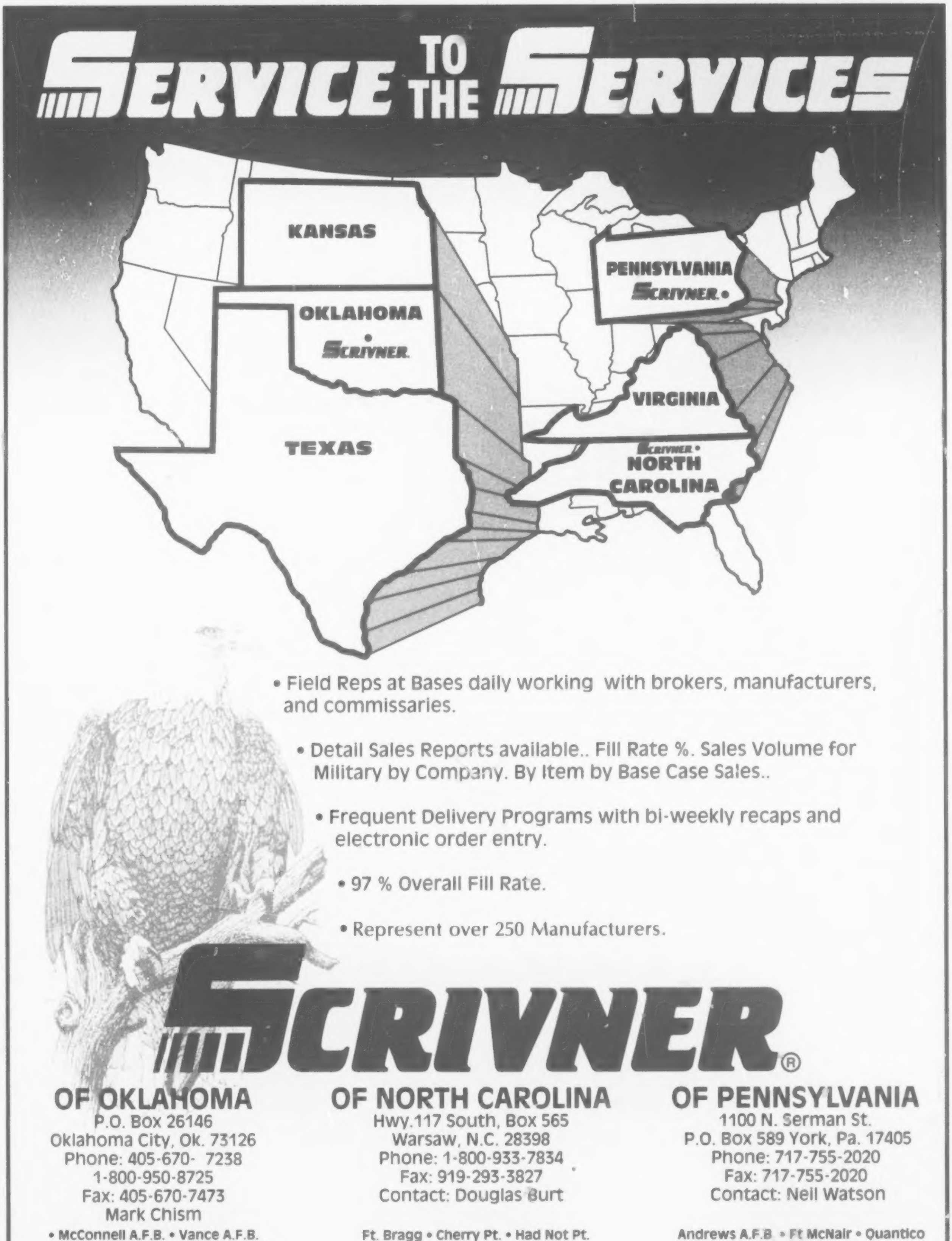

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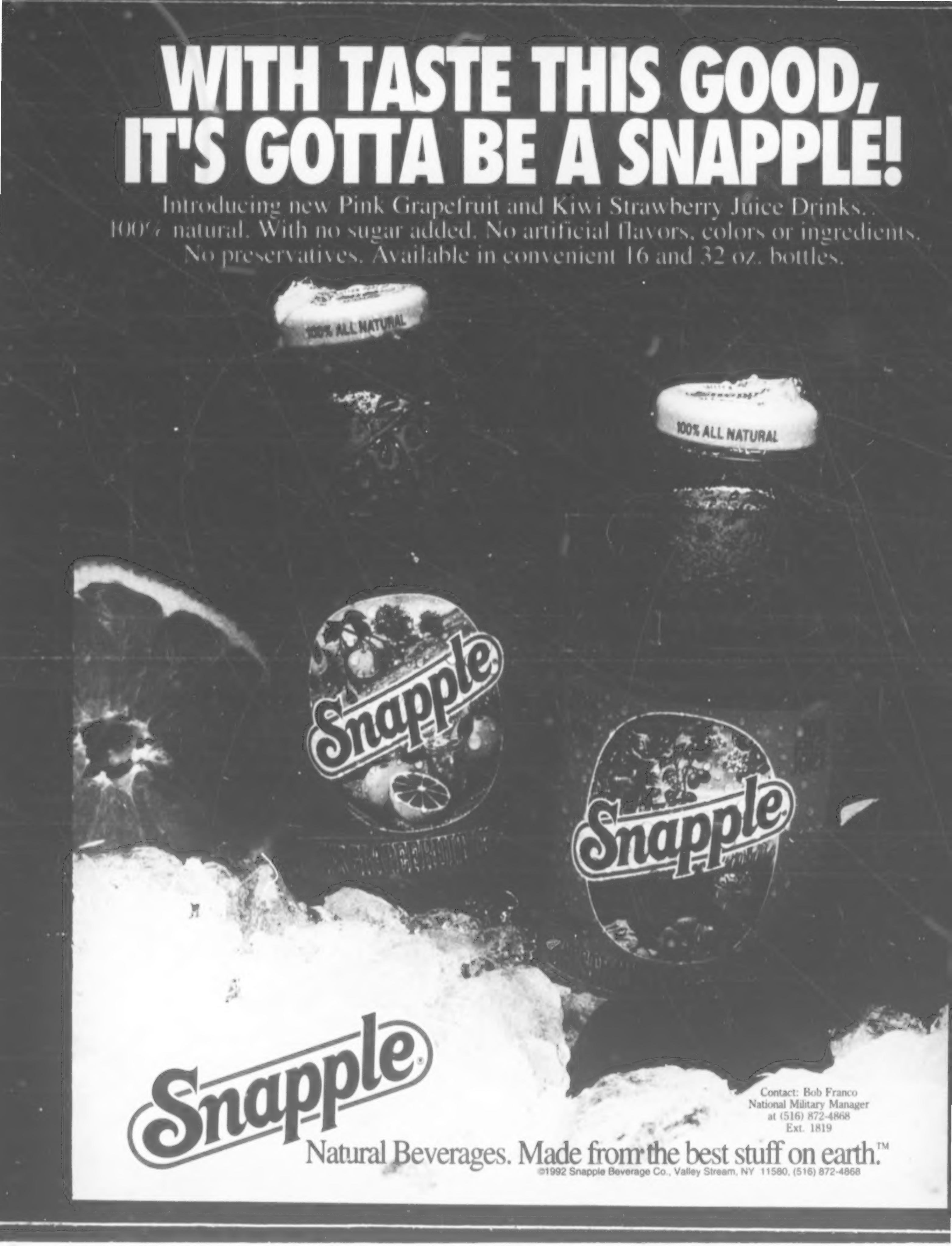

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SB 10-500-435

INDIVIDUAL MEMBERS

Randy Aull
Tony Day
Pete Lovette

U

U.S. ALLEGIANCE, INC.

P.O. Box 12000
Eugene, OR 97440-4200
(503) 484-7250
Steve Crawford
Deena Kingery

Largest US publisher and distributor of military postcards and unique military greeting cards. Producer of unique wooden military toys and other souvenir items. Products are customized for individual locations wherever military personnel serve worldwide

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Cincinnati, OH 45227
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FAX: (513) 561-2007
Arthur T. Parks Jr.
Grethel Mayfield

U.S. SUGAR COMPANY, INC.

P.O. Box 549
Buffalo, NY 14240-0549
(716) 828-1170
FAX: (716) 828-1509
William McDaniel
Thomas Ferlito
Mary Oliver
James Bonerb

UMEX COMPANY

Greenwich Office Park
Building #1
Greenwich, CT 06831
(203) 863-8700
(800) 659-5335
FAX: (203) 863-8743
Gerard V. Batti
Tom Morgan
Jerry Westman
Fred Thimme

Representative of Lever Brothers Company, Chesebrough-Pond's USA, Ragu Foods, and Van den Bergh Foods to the military worldwide. Major products areas include many household products, food products, and HBA

INDIVIDUAL MEMBERS

Stuart MacGregor
Bill Roberts
David Andrade
Dick Brown
Howard M. Patton
Clint Faust
Cathy Langner
Robert G. Fogel
Vincent J. Barbera
Kevin O'Connor
Jim Jackson
Jeff Mitchell
Kim W. Kristy
Kathleen Cohrs
Chuck Hill
Rob Carlson
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UNISELL COMMODITIES INTL, INC.

O. Box 757
Punta Gorda, FL 33951
(813) 743-8808
FAX: (813) 743-8481
Conrad Burns

Exclusive marketers to military commissaries and exchanges worldwide of Osceola Foods margarine products, Keystone snacks, Palmer candy, Blackburn syrup, preserves, jelly, peanut butter, barbecue sauce, Nezra natural foods, Servaas Laboratories, Bar Keeper Friend, Italian Rose garlic products, Valley Bakery products, Tender Corp bug repellant products, Homa nut and dried fruit products.
SB 10-500-791A

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Bill Bordeaux
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UNITED STATES TOBACCO

Sales and Marketing Co., Inc.
100 West Putnam Avenue
Greenwich, CT 06830
(203) 661-1100
Donna Leitao
Conde Keogh
Anthony M. Callaman
Marjorie Parrish

Principal product is smokeless tobacco including Copenhagen, Skoal, Skoal Long Cut, Skoal Bandit; produces and markets pipes, pipe tobacco, cigars, and premium wines.
SB 10-500-762

INDIVIDUAL MEMBERS

Ted Kazanski
Bayard Rehkopf
Ron Hendrickson
Bernie Odalen
Houston Marchman
Lou Acuna
Dan McConathy

UNIVERSAL MARKETING

1870 The Exchange #100
Atlanta, GA 30339
(404) 951-7040
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John Taylor
Paul Denfeld
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UPJOHN COMPANY

9218-248-515
7000 Portage Road
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(616) 342-7051
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Rhudy W. Fowler
Rod Henning

Manufacturer of Motrin IB Analgesic, Unicap Vitamins, Cortaid Cream, Lotion, Ointment, and Spray, Mycitracin Triple Antibiotic Ointment, Kaopectate Anti-Diarrhea Medicine, Cheracol D Cough Formula, Cheracol Plus Head Cold/Cough Formula, Baciguent Ointment, Cortef Feminine Itch Cream, Progaine Shampoo, Haltran Menstrual Cramp Reliever.

USO WORLD HEADQUARTERS

601 Indiana Ave.
Washington, DC 20004
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Robin Nied
Laine Sutten
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V

VARIETY IMPORT CO.

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Plant City, FL 33567-1124
(813) 752-8558
FAX: (813) 754-7971
Steve Thomas
Blain Dorn
Neil Suarez

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FAX: (918) 254-1667
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Lisa Curato
Erma White
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W

W. D. WARREN INTL. CO.

17130 Dallas Parkway
Suite 130
Dallas, TX 75248
(214) 931-9792
FAX: (214) 931-8370
Dennis M. Lynch

W.L. GORE & ASSOC. INC.

GORE-TEX Fabrics Div.
297 Blue Ball Road
Box 1130
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(410) 392-3700
FAX: (410) 392-3849
Frank Joralin

Manufacturer of waterproof, breathable GORE-TEX fabric used in outerwear, skiwear, running suits and military cold weather outerwear. Also used in GORE-TEX stretch fabric socks, boots, gloves and hats.

WAMPLER-LONGACRE CHICKEN, INC.

Subsidiary of WLR Foods, Inc.
P. O. Box 275
Broadway, VA 22815
(703) 896-7000
FAX: (703) 896-5127
Linda Yankey
Henry Holler
Wayne Adkins
Greg Nelson

A diversified poultry processing concern, capacity to produce retail pack and institutional pack for all military needs; items include chicken (whole and cut-up), Cornish Hens, turkey products, and IQF products.
SB 10-500-006

WARNER-LAMBERT COMPANY

Militrary & Special Markets
201 Tabor Road
Morris Plains, NJ 07950
(201) 540-2418
FAX: (201) 540-2744
Thomas J. Materazo
Jim Rouff
Vincent Morreale
Ron Frey

Leading worldwide developer and marketer of health care and consumer products (gum and mints) for resale to military commissaries and exchanges worldwide.
SB 10-500-263

INDIVIDUAL MEMBERS

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Dick Mest
Berney Larsen
Jack Warchesik
Richard Gardner

WATT/SPOHN UNIVERSAL

13717 Welch Road
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(214) 385-0192
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Jerry Spohn
Keith Miller
Bud Harrigan

WAVERLY GROUP, INC.

19 Pine Street
P.O. Box 737
Bradford, PA 16701
(814) 362-3501
Jerome Fishkin
Paul E. Howard
Jack Fishkin
Joanne J. Fishkin

Manufacturers and representatives of Men's High fashion and Ultra High Fashion clothing and accessories serving the military worldwide.

INDIVIDUAL MEMBERS

Danny Brown

WAWONA FROZEN FOODS

100 West Alluvial
Clovis, CA 93611
(209) 299-2901
FAX: (209) 299-1921
Lynn C. Joyner

Grower and processor of fresh frozen peach and peach based fruit products.
SB 10-500-631

WEBCO GENERAL PARTNERSHIP

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901 N. Pitt Street
Alexandria, VA 22314
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John L. Hohman
Donald Koch
Roy Thomas
Joe Olding

Worldwide sales representation to commissaries and exchanges. Experienced in working frozen and non-perishable foods, HBA items, personal care and household products.

INDIVIDUAL MEMBERS

Ben Squires
Ronald P Curtis
Leo A. DiCarlo Jr.
Russell Riggs
Roger Stowers
Alan Reger
Kent Blue
Stella Hanna
Nathan Nix
Julian Stovall
Yi Chol-Su
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Ollie Bates
Vickie Perry
Vince Melton
Sam Barnum
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Debbie Moore
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Deborah L. Geiger
Rudy Meindl
Jeff Windhagen
Jack A. Mitchell
Ellen Willertz
Larry Baynton
Mark Ramsay
Peter LaMontia
Carol Hemple
Fred Sousa

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Rick Thomas
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WEBCO HAWAII, INC.

2840 Mokumoa Street
Honolulu, HI 96819
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Noel Chang
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WELLS' DAIRY INC.

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LeMars, IA 51031-3800
(800) 942-3800
Helen Clemons
Gary Wells
Nick DeRose
Deb Lang

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Reg M. Tomlin
Don Tankersley
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WHITEHALL LABORATORIES, INC.

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Manufacturer and distributor of Wrigley chewing gum to military commissaries and exchanges worldwide.
SB 10-500-111

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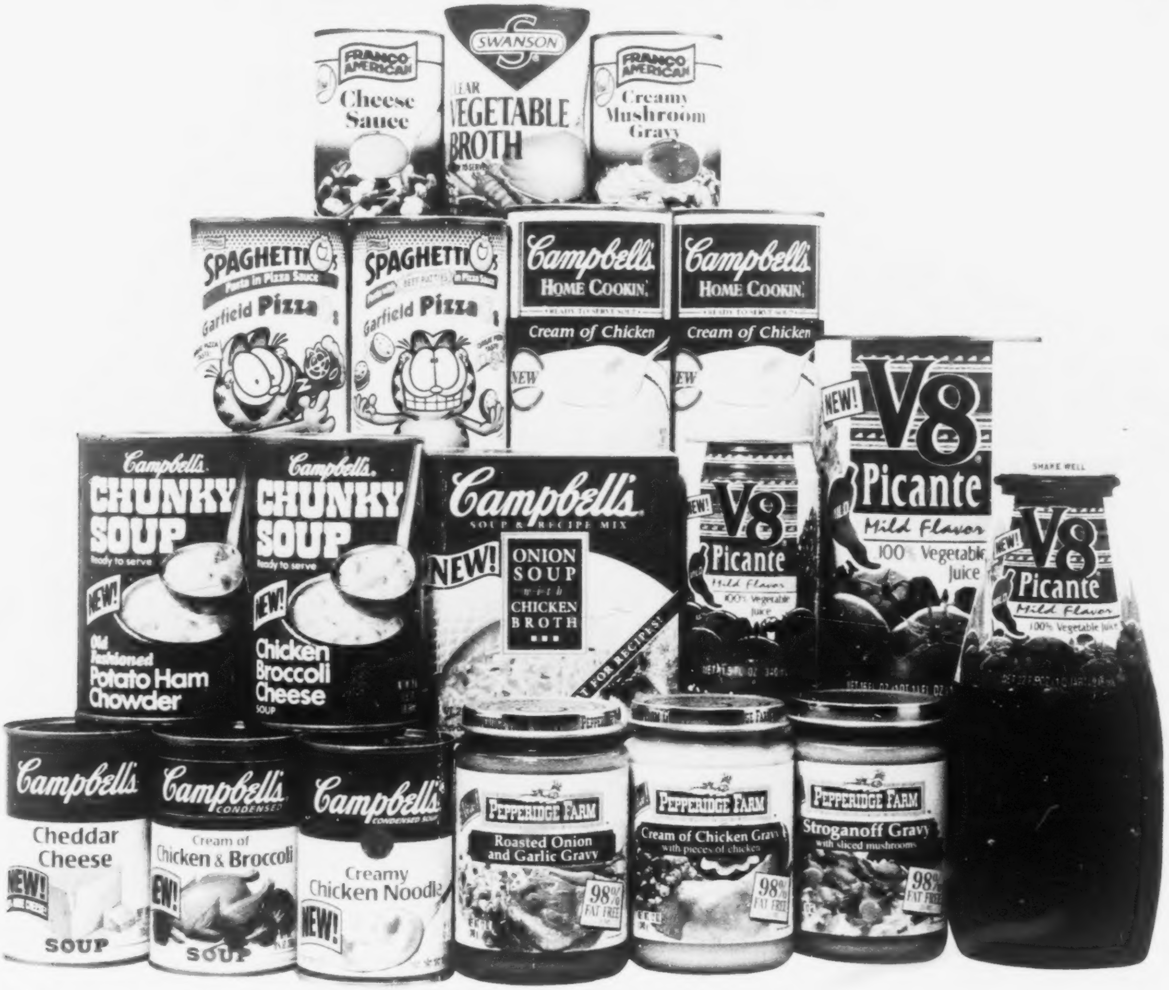
Franco-American Cheese Sauce
Swanson Clear Vegetable Broth
Franco-American Creamy Mushroom Gravy
SpaghettiOs Garfield Pizza
Campbell's Home Cookin' Cream of Chicken
NEW!
V8 Picante Mild Flavor 100% Vegetable Juice
Campbell's Chunky Soup Ready to serve NEW! Old Fashioned Potato Ham Chowder
Campbell's Chunky Soup Ready to serve NEW! Chicken Broccoli Cheese
Campbell's Soup & Recipe Mix NEW! Onion Soup with Chicken Broth
Campbell's Cheddar Cheese NEW! Soup
Campbell's Condensed Cream of Chicken & Broccoli NEW! Soup
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Pepperidge Farm Roasted Onion and Garlic Gravy 98% Fat Free
Pepperidge Farm Cream of Chicken Gravy with pieces of chicken 98% Fat Free
Pepperidge Farm Stroganoff Gravy with sliced mushrooms 98% Fat Free

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Directory of ALA Individual Members

How to use this listing: This membership listing provides a complete alphabetical roster of ***all*** classifications of ALA individual members as of September 27, 1993. Included are names of individuals found in the ALA Member Companies Listing who, for various reasons, may not necessarily be located at the company's listed address or telephone number. If you cannot locate someone you believe to be an ALA member, or your information is not current, contact Todd Friedeman, Director of Membership American Logistics Association, 1133 Fifteenth Street, NW, Washington, D.C. 20005; Telephone: (202) 466-2520.

This listing will also indicate, where applicable, an individual's affiliation with the ALA's many area Chapters around the world. The Chapter can be identified by the number in parentheses beside a name, using the following key:

(01) **Alamo** Chapter
(02) **Japan** Chapter
(03) **DFW** Chapter
(04) **Hampton Roads** Chapter
(05) **Midwest** Chapter
(06) **European** Chapter
(07) **Hawaii** Chapter
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(09) **New England** Chapter
(10) **Northern California** Chapter
(11) **Northwest** Chapter
(12) **Southeast** Chapter
(13) **Gulf Area** Chapter
(14) **Rocky Mountain** Chapter
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(17) **New York** Chapter
(18) **Arizona** Chapter
(19) **Delta** Chapter
(20) **North Carolina** Chapter
(21) **Florida** Chapter
(22) **Southwest** Chapter
(23) **Jersey-Penn-Del** Chapter
(24) **Great Plains** Chapter

Note: ALA Life Members are identified by (L); (98) = Member-at-Large.
Current as of September 27, 1993.

A

Abbadessa, Philip P. (05)
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Pet, Incorporated
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Subsidiary of WLR Foods, Inc.
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FAX: (800) 342-9076

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FAX: (201) 481-4800

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069-543540

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Calimesa, CA 92320
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Comet Rice Mills, Inc.
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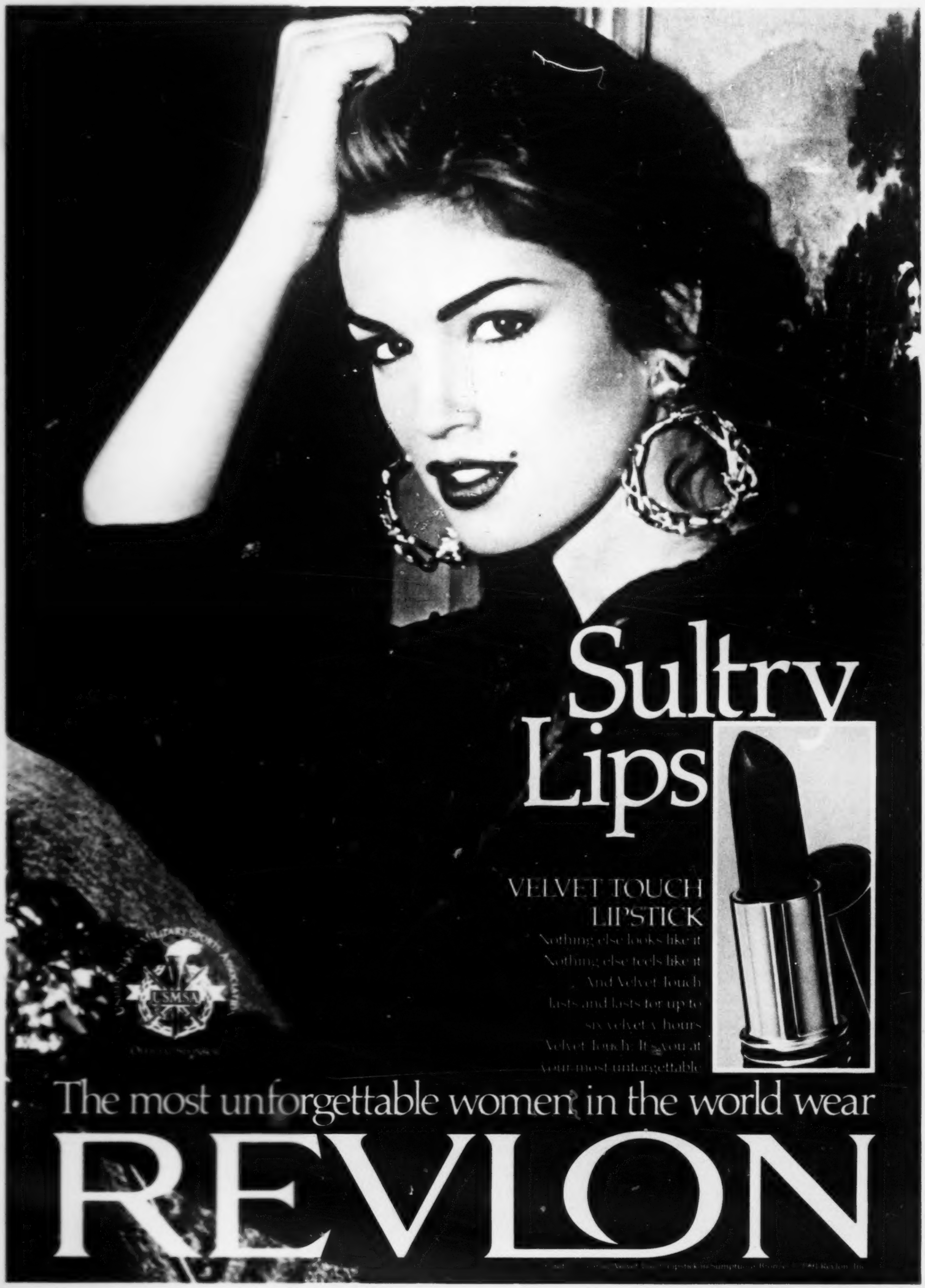

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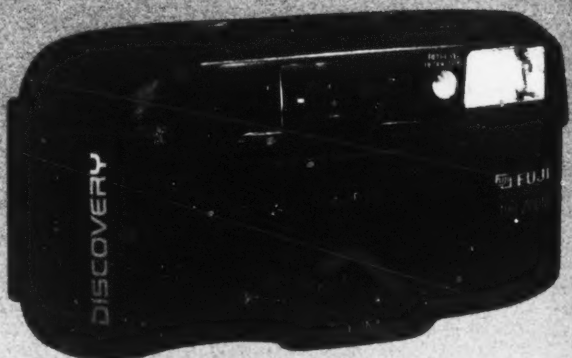

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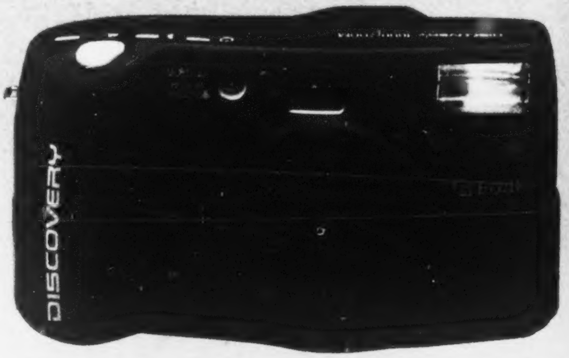
• 35 mm — 55 mm zoom lens • Drop-in loading • Red eye reduction (superior system with RER lamp) • Auto advance, rewind and flash • Self-timer • Built in protective filter



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Panorama Flash
24
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INDOOR OUTDOOR COLOR PRINTS

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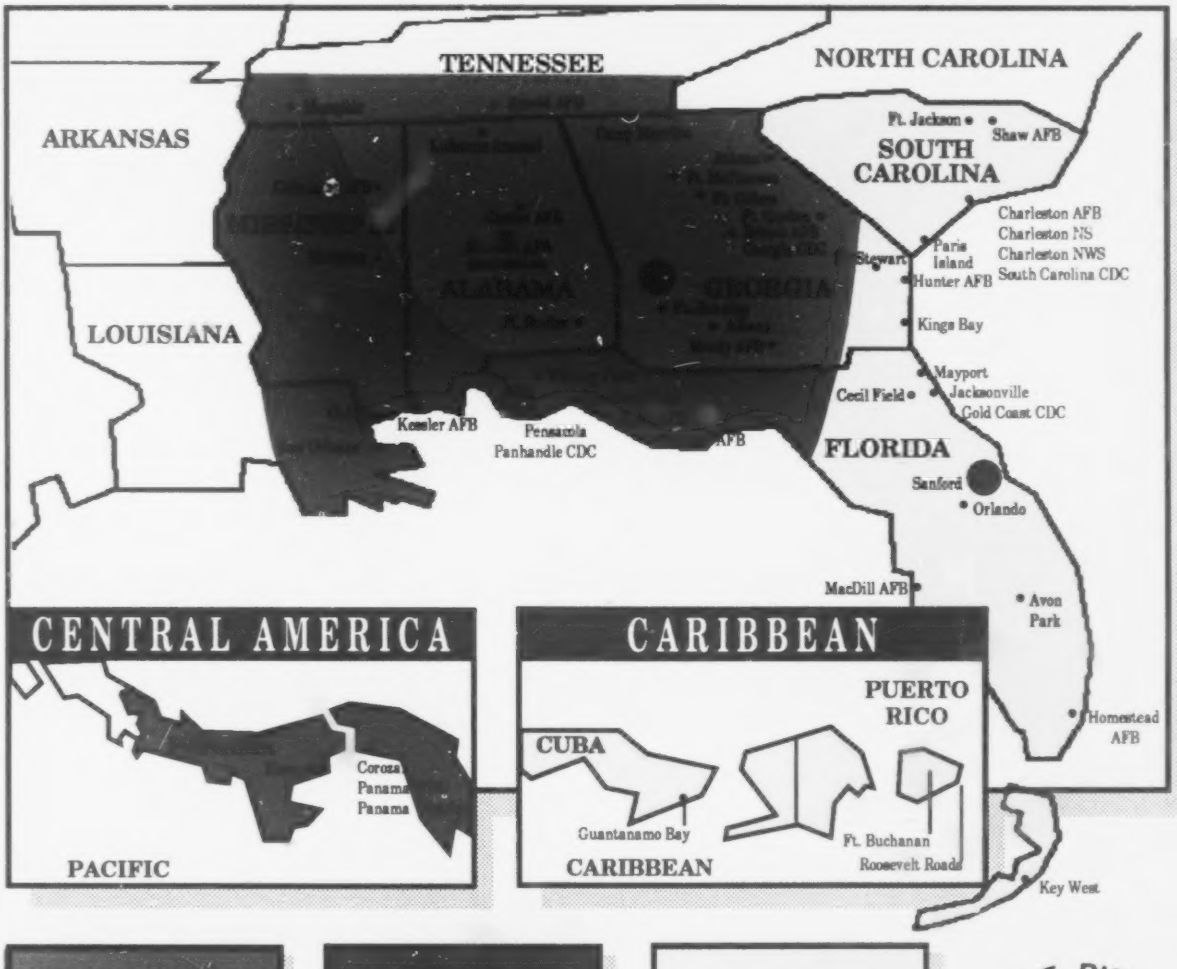

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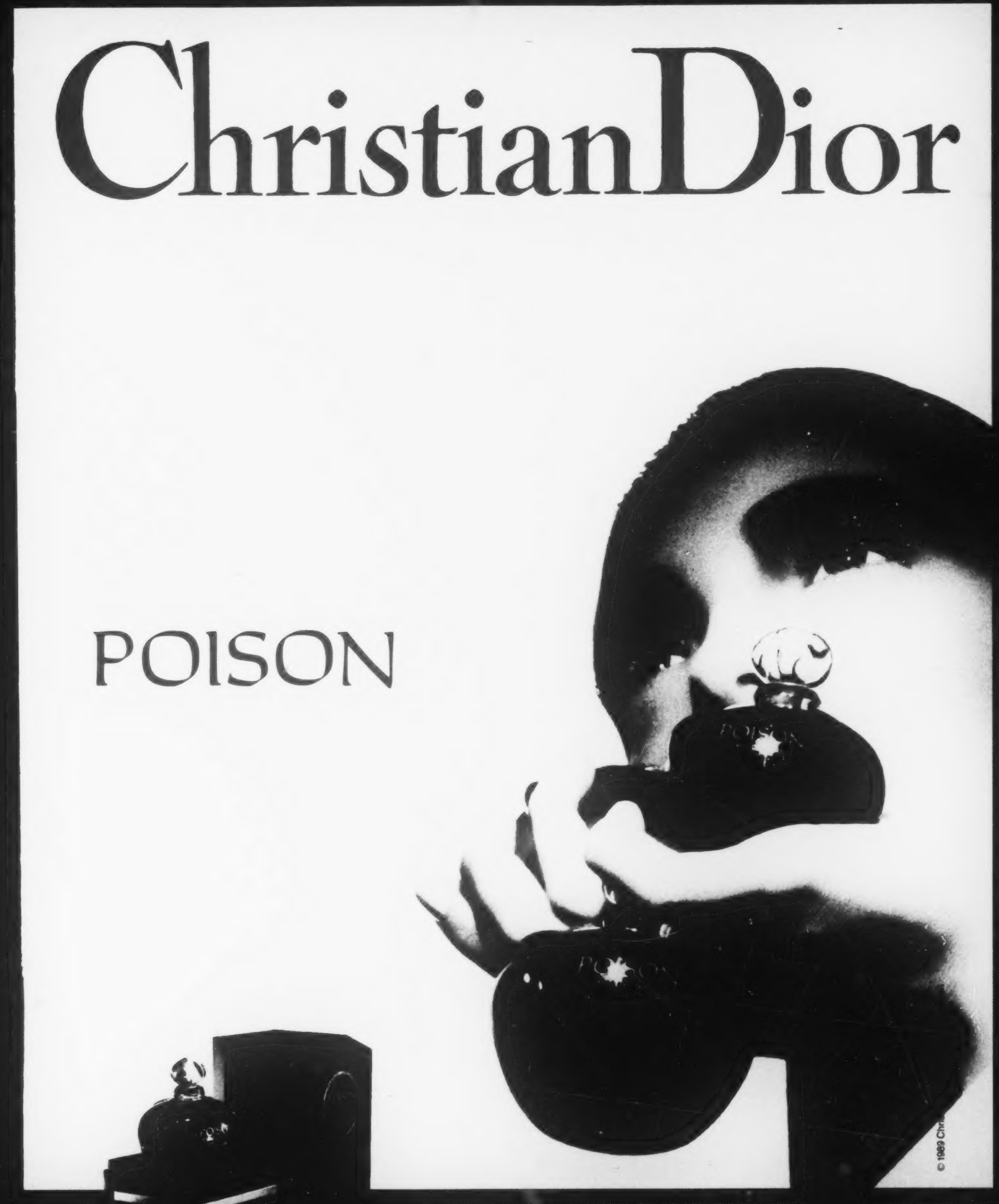
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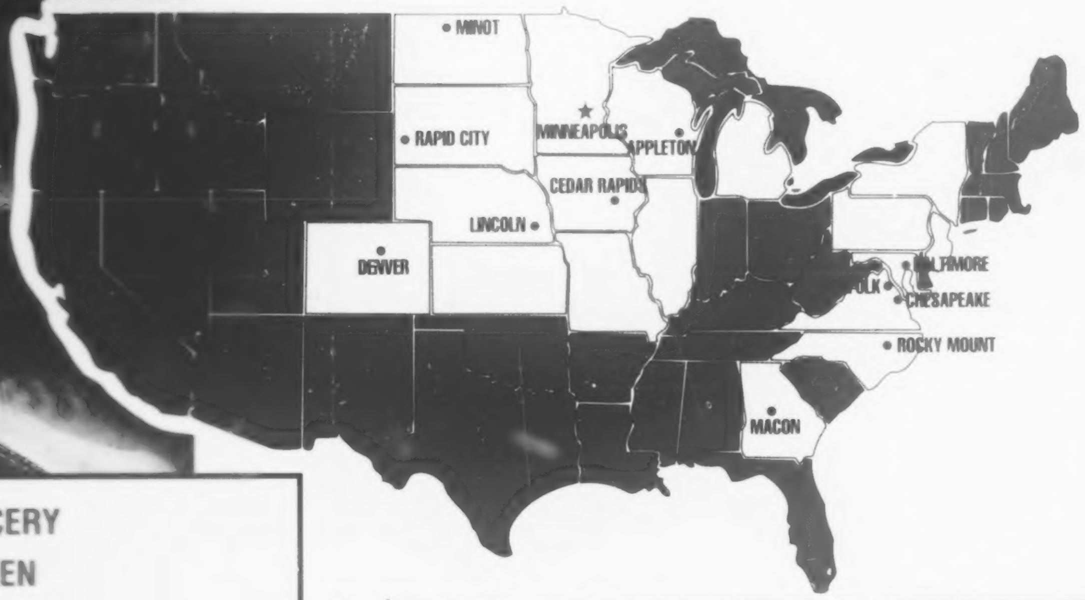

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Jerry Brown — Group II
(804) 734-8369
Dairy products, refrigerated meats, packaged meats, frozen meats, frozen poultry, fresh/frozen fish, chilled poultry, smoked meats, canned meats, canned fish, paper & plastic, bulk paper products, wraps, foils, bags.

Patricia Lepore — Group III
(804) 734-8120
Mayonnaise/salad dressing, stuffing, rice & beans, canned & dried vegetables, baked beans/pork & beans, canned & dried fruits, crackers & cookies, candy & gum, canned prepared foods, canned/bottled juice & juice drinks, specialty/international foods, pet food & pet products, charcoal.

Bill Wood — Group IV
(804) 734-8491
Breakfast foods, syrup & molasses, baking needs/flour, seasonings/sauce & gravy mixes, sugars/sweeteners, baking nuts, dietetic/nutritional foods, canned & dry soups, beverages/creamers, canned/dried milk, de-

tergents/laundry aids, household cleaning supplies, miscellaneous household, soft drinks & mixes, general merchandise, insect & rodent products.

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(804) 734-8124

Acquisition Management Directorate

Director
Crosby H. Johnson
(804) 734-8740
FAX: (804) 734-8844

Small & Disadvantaged Business Utilization
John Carroll
(804) 734-8742

Resale Management Division
Patricia F. Christopher
(804) 734-8824

Contract Management Division
Vacant
(804) 734-8329

Contract Policy Division & Agency Competition Advocate
Roger R. Kubik
(804) 734-8741

Personnel and Manpower Directorate

Director
Winfred L. Hasty, III
(804) 734-8508
FAX: (804) 733-1754

Military Personnel Division
Chief Master Sgt Richard F. Scholz, USAF
(804) 734-8505

Civilian Personnel Division
Winfred L. Hasty, III
(804) 734-8565

Staffing & Career Management Branch
Kristen D. Ogden
(804) 734-8515

Civilian Personnel Policy Branch
Roger L. Preslar
(804) 734-8517

Continuing Education Division
James W. Hobbins
(8040 734-8574

Manpower & Organization Division
Clarence V. Spradley
(804) 734-8732

Requirements & Organization Branch
Jack R. Flenner, Jr.
(804) 734-8734

Management Engineering Branch
Katherine G. Hall
(804) 734-8733

Programs & Data Office
James T. Navary
(804) 734-8504

Safety, Security & Admin Directorate

Maj Donald R. Greiman, USAF
(804) 734-8643

Safety and Security Division
Ralph R. Tate
(804) 734-8307

Administrative Programs Division
Ann L. Bailey
(804) 734-8546

Logistics Support Division
John Hughes
(804) 734-8109

Resources Center
Stuart W. Stephen
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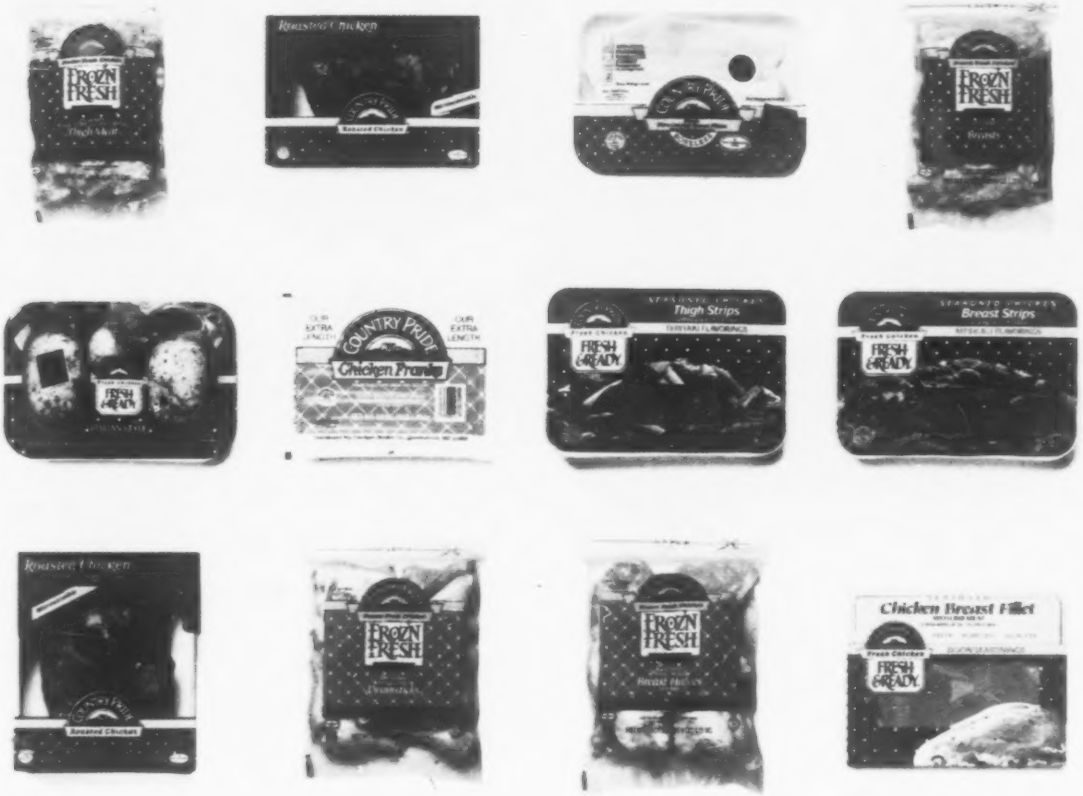
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DeCA Mission and Purpose

The mission of the Defense Commissary Agency is to provide an efficient and effective worldwide system of commissaries for resale of groceries and household supplies to commissary patrons at the lowest practical price, consistent with quality. Commissary patrons include members of the military services, retirees, members of the reserves and national guard, and family members. It is to provide a training environment for wartime support operations; provide troop issue subsistence support to military dining facilities in accordance with the needs of the services; manage and operate a system with 22,000 people encompassing more than 360 DoD commissaries worldwide, and totaling almost $6 billion in annual sales.

Organization

Headquartered at Fort Lee, Virginia, the Defense Commissary Agency is a worldwide system of seven regions, six in the continental United States (CONUS), and one in Europe. The Northeast Region headquarters is at Fort Meade, Maryland; Central Region headquarters at Little Creek Naval Amphibious Base, Norfolk, Virginia; Southern Region (including Puerto Rico, and Panama) headquarters at Maxwell Air Force Base, Montgomery, Alabama; Midwest Region headquarters at Kelly Air Force Base, San Antonio, Texas; Southwest Region, headquarters at Marine Corps Air Station El Toro, Santa Ana, California; Northwest/Pacific Region (including Japan, Korea, Okinawa, Guam, Hawaii, and Alaska), headquarters at Fort Lewis, Washington; Europe Region, headquarters at Kapaun Air Station, Germany. Two service centers perform accounting, bill paying and contracting functions; the East Service Center, located at Fort Lee, Virginia, and the West Service Center at Kelly Air Force Base, San Antonio, Texas.

Bill Paying Information

The Service Centers are responsible for bill paying. Vendors should submit invoices and make inquiries to the Service Center identified on the DeCA contract as the paying office.

The WSC receives and processes invoices for deliveries against contracts for the Northwest/Pacific, Southwest and Midwest Regions. The ESC receives and processes invoices for deliveries against contracts for the Central, Southern and Northeast Regions.

EAST SERVICE CENTER*

Defense Commissary Agency
38th Street and E Avenue
Building 11200
Fort Lee, VA 23801-6390
FAX: (804) 452-3303

*Responsible to Director, Resource Management, DeCA HQ

Resource Management Division

Cassell E. Brabble
(804) 452-3321
FAX: (804) 452-3302

Commercial Accounts Payments Branch
Geraldine Agcaoili
(804) 734-7721

Control Section
Supervisory Accountant
Edith Morgan
(804) 452-3328 ext. 153

Research Section
Supervisory Accountant
Jim Green
(804) 452-3329 ext. 152

Voucher Examination Section
Supervisory Accountant
Jim Davila
(804) 452-3326 ext 204

Accounting and Reconciliation Branch
Jimaye Sones
(804) 734-8319

Central Region Section
Supervisory Accountant
Charles Dixon
(8040 734-8465

Northeast Region Section
Supervisory Accountant
Margaret Richardson
(804) 734-8462

Southern Region Section
Supervisory Accountant
Cheryl Dancy
(804) 734-8464

VCM Section
Supervisory Accountant
Walter Nieprzecki
(804) 734-8262

Quality Assurance Office
Patricia S. Root
(804) 734-8312

Contracting Division**

Lawrence P. Hahn
(804) 734-8520

Supply and Equipment Branch**
Joseph E. Bell
(804) 734-8668

Services Branch**
Carolyn A. Horne
(804) 734-8607

Purchasing Branch**
Judge F. Mays III
(804) 734-8523

**Report to Director, Acquisition Management, DeCA HQ

WEST SERVICE CENTER*

Defense Commissary Agency
Kelly Air Force Base, TX 78241-6290
FAX: (210) 925-2649

*Responsible to Director, Resource Management, DeCA HQ

Director

CAPT Raymond L. Miller, SC, USN
(210) 925-5136

Financial Management & Quality Assurance Division

Jean Doonan
(210) 925-8109

Administrative Officer
Mary Lou New
(210) 925-5188

Deputy Director & Chief, Resource Management Division

Vacant
(210) 925-5136 ext. 203

Accounting and Reconciliation Branch
Debra L. Morrison
(210) 925-9514

Commercial Accounts Payment Branch
Virginia Pastrano (acting)
(210) 925-8025

Midwest Region Section A
Bob Alonzo
(210) 925-4853 ext 597

Southwest Region Section B
Ricardo A. Salazar
(210) 925-7978 ext. 733

Northwest/Pacific Region Section C
Cathy Vance
(210) 925-5156 ext. 249

VCM Section D
Patrick Untrauer
(210) 925-7217 ext. 207

Coupon Redemption Branch
Lawrence Ursell
(210) 925-4251 ext. 163

Stock Fund Section
Frank Kim (acting)
(210) 925-9073 ext. 323

Support Services Section
Glyndon Burkhart
(210) 925-6933 ext. 138

Information Management Branch
Pat Gobar
(210) 925-9073 ext. 711

Contracting Division**

Robert J. Sine, Jr.
(210) 925-6993 ext 121

Contracting Branch**
Mary A. Taylor
(210) 925-6933 ext. 173

Purchasing Branch**
Phyllis A. McGowan
(210) 925-6933 ext. 137

**Report to Director, Acquisition Management, DeCA HQ

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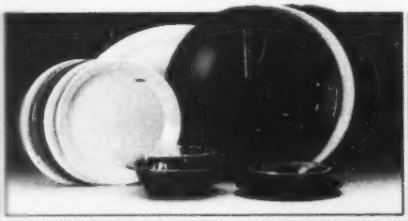

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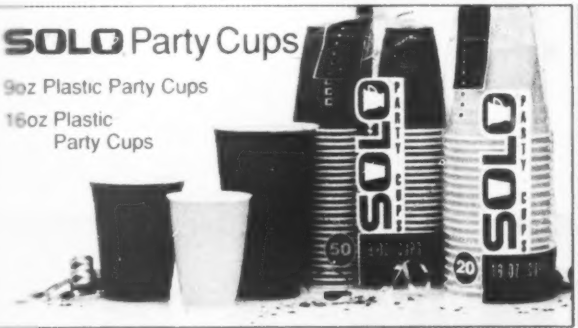
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CENTRAL REGION

Defense Commissary Agency
1140 Gator Boulevard, Bldg 3345
Norfolk, Va. 23521-5330
(804) 363-3500
FAX: (804) 363-3565

Director
Cecil E. Saunders
(804) 363-3500

Deputy Director
Dennis A. Syracuse
(804) 363-3500

Auditor
Jamie Atkins
(804) 363-3578

Senior Enlisted Advisor
MSCM (SW) Robert Arnold, USN
(804) 363-3502

Public Affairs
Gerri Young
(804) 363-3503

Operations Division
Lewis Stroud
(804) 363-3556

Store Operations Branch
Gerald Guerrein
(804) 363-3506

Security/Safety Section
Harry Turman
(804) 363-3579

Troop Support Section
SSgt Paul Chong
(804) 363-3522

Logistics Branch
Henry Brigstock
(804) 363-3545

Food Safety & Quality Assurance Branch
CW2 David Engelskirchen
(804) 363-3510

Merchandising Branch
Richard Walker
(804) 363-3518

Central Region Buyers

Alan Flowers
(804) 363-3525
Frozen food

Max Goldfarb
(804) 363-3525
Meats, baby needs

Alan Jones
(804) 363-3524
Store resets, juices, vegetables, spreads

Laurie Magary
(804) 363-3531
Cereal, pet foods, snacks, tobacco

Joyce Milton
(804) 363-3531
Promotions, coffee, soup

Ihor Prybyla (Gus)
(804) 363-3524
Detergent, HBA, pasta

Wendy Scott
(804) 363-3524
RSL, salad dressing, spices, general merchandise

Acquisition Management Division
Patricia Garrett
(804) 363-3513

Resource Management Division
C. P. Favale
(804) 363-3527

Program Analysis
Sue McGarry
(804) 363-3527

Information Resource Management Division
Karen Flores
(804) 363-3558

Facilities
Bill Thomas
(804) 363-3504

Personnel and Training Division
Carole Johnson
(804) 363-3542

Gateway Commissary District
203 West Winters Street
Scott AFB, IL 62225-5362
(618) 256-2248
FAX: (618) 256-5610

District Manager
Robert Vitikacs
(618) 256-2254

Deputy District Manager
Jack Smith
(618) 256-2250

Commissary Management Specialists
Del W. Hoercher
(618) 256-2249
Captain Patrick Dunn
(618) 256-2249
MSGT Franklin Sholedice
(618) 256-2249

EUROPEAN REGION

DeCA EUR
Unit 3060
APO AE 09094
Phone: 011-49-631-3523-100/101
FAX: 011-49-631-3523-104

Commander
COL Jesse Tolleson, USA
011-49-631-3523-150

Deputy Director
William G. Mackrain
011-49-631-3523-103

Auditor
Jo Levandowski
011-49-631-3523-333

Senior Enlisted Advisor
Sgt Maj Earl S. Fletcher, USA
011-49-631-3523-106

Public Affairs
Vacant
011-49-631-3523-107

Safety & Security
Charlie Milam
011-49-631-3523-109

Food Safety & Quality Assurance
CW3 Rick Bazzetta
011-49-631-3523-107/108

Operations Division
Michael Brimhall
011-49-631-3523-050
FAX: 011-49-631-3523-039

Store Operations Branch (Incl. Troop Support)
Ed Wenglowski
011-49-631-3523-036

Merchandising Branch
Bonnie Kanitz
011-49-631-3523-012

European Region Buyers

Nora Goovers
011-49-631-3523-014
FAX: 011-49-631-3523-039
Condiments and sauces, salad dressings, desserts, toppings, canned and bottled juices and drinks, beverages dry, soft drinks and mixes, pet products, baby care products, oral hygiene products, frozen seafood, frozen unprepared meat and meat products

Janet Lawrence
011-49-631-3523-011
FAX: 011-49-631-3523-039
Rice and beans, crackers and cookies, candy and gum, nuts, non-baking/non-topping, snack foods, packages, paper and plastic products, vitamins, deodorants, feminine hygiene products, tobacco products, cigarettes, frozen pot pies, frozen dinners, frozen specialty prepared foods, frozen poultry

Gary McKown
011-49-631-3523-015
FAX: 011-49-631-3523-039
Pickles, olives and relishes, breakfast foods, baby foods, specialty foods, household miscellaneous, shaving products, cosmetics, health remedies, chill-hams and other chilled meat products, chill all other dairy case items; and the following frozen foods: pies, cakes, nationality foods, miscellaneous, ice cream and novelties, bake-off pizza products.

Lowell Nichols
011-49-631-3523-011
FAX: 011-49-631-3523-039
Vegetables canned and dry, canned and dried fruits, dietetic foods, canned fish, canned meats, prepared foods dry, canned and dry dairy products, syrups and molasses, household cleaning supplies, first aid products, frozen juices, fruits and potatoes, and chill-cheese.

Christa Peiffer
011-49-631-3523-017
FAX: 011-49-631-3523-039
OSA (all commodities), canned and dry soup, blind-made products, skin care products, frozen dough/rolls/doughnuts, frozen breakfast items and bake-off bakery items, chill-butter and margarine

Yvonda Smith
011-49-631-3523-018
FAX: 011-49-631-3523-018
Area of Responsibility: customer action team

Vacant
011-49-631-3523-013
FAX: 011-49-631-3523-018
Spreads, macaroni and pasta products dry, spaghetti sauce, spices and extracts, baking needs, insect and rodent products, wraps, foils and bags, paper, bulk, hair care products, ethnic products, frozen vegetables

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P.O. Box 11336
Fresno, CA 93725
(209) 442-4700

GENEVA DIVISION
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1015 W. Magnolia Ave.
P.O. Box 398
Geneva, AL 36340
(205) 684-3631

HAWAII DIVISION
Contact: Chris Bender
91-315 Hanua Street
P.O. Box 19099
Ewa Beach, HI 96817
(808) 682-7300

PHOENIX DIVISION
Contact: Darlene Castro-Miller
624 S. 25th Ave.
P.O. Box 20511
Phoenix, AZ 85036
(602) 269-5251

SALT LAKE CITY DIVISION
Contact: Dave Molotchick
2205 W. 1500 South
P.O. Box 26828
Salt Lake City, UT 84126
(801) 973-5500

SAN ANTONIO DIVISION
Contact: Roger Coco
4300 Industry Park Drive
P.O. Box 33160
San Antonio, TX 78265-3160
(210) 662-4269

SACRAMENTO DIVISION
Contact: Bob Shields
3771Channel Drive
West Sacramento,CA 95691
(916) 373-4201

TOPEKA DIVISION
Contact: Derald Edmonds
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P.O. Box 298
Topeka, KS 66601
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For more information on military accounts, contact:
Jim Duffield, *Corporate Director-Military Sales, (405) 841-8336*

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regular, frozen vegetables specialty, frozen pizza, chill-candy

Logistics Management Division
Michael Dowling
011-49-631-3523-309
FAX: 011-49-631-536-7330

Resource Management Division
Marie Holloway
011-49-631-3523-237
FAX: 011-49-631-536-7208

Accounting Branch
Vickie Burns
011-49-631-3523-222

Program Analysis and Evaluation Branch
Jean Villareal
011-49-631-3523-250

Information Resource Management Division
Jim Austin
011-49-631-3523-119
FAX: 011-49-631-3523-026

Customer Assistance Branch
Ruddy Goulet
011-49-631-3523-116

Operations Branch
Robert Ford
(phone not yet established)

Support Branch
Jocelyn Daley
011-49-631-3523-025

Facilities Division
Vacant
011-49-631-3523-305
FAX: 001-49-631-3523-306

Personnel and Training Division
Vacant
011-49-631-3523-326
FAX: 001-49-631-536-7330

DISTRICTS

United Kingdom District
DeCA/EU-UK
Unit 1025 Box 450
APO AE 09464-5450
011-44-638-523141
FAX: 011-44-638-522632

Commander
Lt Col Richard A. Moriyama, USAF

Deputy
Dean McCaslin

Commissary Management Specialists
FHCM Bob Quinn, USN
MSgt Hakeem Jelani, USAF

Heidelberg District
DeCA/EU-HE
Unit 29237
APO AE 09102
011-49-6221-10-056/7
FAX: 011-49-6211-57-6147

Commander
LTC Douglas Byther, USA

Deputy
James E. Smith

Commissary Management Specialists
MSG Clevola Fedak, USA
SFC Herbert Winchester, Jr., USA
Bruce Dubisar
Klaus Soick
John Pilley

Wuerzburg District
DeCA/EU-WU
Unit 26124 Box 1301
APO AE 09031
011-49-932-1305-8823
FAX: 011-49-932-1305-826

Manager
Samuel E. Cresanti

Commissary Management Specialists
James Brown
Ronald L. Burgess
SFC Wanda Turner, USA
Elizabeth Herms
John Hocka

Mediterranean District
DeCA/EU-ME
PSC 810 Box 45
FPO AE 09619
011-39-81-724-3895
FAX: 011-39-81-724-4033

Commander
CDR Richard Colton, SC, USN

Deputy
Melvin Z. Fox

Commissary Management Specalists
Ronald Foster
Carolyn King
M. D. Wruight

Central Distribution Centers

Central Germany
DeCA/EU-CD-GER
APO AE 09095
011-49-07274-8061
FAX: 011-49-07274-1815
Larry Kuhn

United Kingdom
DeCA/EU-CD-UK
Unit 5250
APO AE 09464
011-44-638-52691
FAX: 011-44-638-533675
Shirley Marshall

MIDWEST REGION

Defense Commissary Agency
300 AFCOMS Way
Kelly Air Force Base, TX 78241-6132
(210) 925-6655
FAX: (210) 925-2619

Commander
Col James H. Scott, USAF
(210) 925-6655

Deputy to the Commander
Vacant
(210) 925-6655

Auditors (DeCA HQ Internal Review Office)
John Morrison
Ken Jones
Charles Campifi
(210) 925-6655

Senior Enlisted Advisor
(210) 925-6655CMSgt Benny C. Harper, USAF

Public Affairs
Ruben R. Villagran
(210) 925-6655

Safety/Security
Jim Routin
(210) 925-3284 ext. 508
(210) 925-0329

Operations Division
Gary C. Duell
(210) 925-7169 ext. 352
FAX: (210) 925-8593

Store Operations Branch
Billy Johnson
(210) 925-6459 ext. 412
(512) 925-2957

Troop Support Branch
SSgt Matt Mosley, USAF
(210) 925-6284 ext. 540
FAX: (210) 925-8923

Logistics Branch
MAJ William Thornberry, USAF
(210) 925-6691 ext. 406
FAX: (210) 925-2907

Food Safety & Quality Assurance Control Branch
WO1 Joseph Goldsmith, USA
(210) 925-8528 ext. 411
FAX: (210) 925-2957

Merchandising Branch
Vacant
(210) 925-8528
FAX: (210) 925-8593

Midwest Region Buyers
(210) 925-8528 main number
FAX (210) 925-8593

Joe Vasquez
Extension 394
Condiments & sauces, baking needs, desserts, macaroni & pasta products, pickles, olives & relish, salad dressing, pasta sauce, spices & extracts, spreads, speciality foods, dry prepared foods.

Chuck Redepenning
Extension 357
Dairy products, frozen bakery, frozen dairy, frozen fruits & juices, frozen prepared foods, frozen specialties, frozen vegetables, toppings, other chilled products.

Joe Lee
Extension 367
Pet products, household cleaning supplies, paper & plastic products, bulk paper, miscellaneous household, insect & rodent products, wraps, foils & bags, blind manufactured and like products.

Jo Ann Bolton
Extension 393
Canned and dried fruit, canned and dry soup, canned and dry milk, canned and dry vegetables, cigarettes, tobacco products, nonsmoking aids, rice & beans, dietetic foods, gourmet foods, value mart (all categories).

Ray Gossard
Extension 396
Produce items, bulk cheese, deli products, fresh meats, frozen meat items, poultry, frozen and canned fish, canned meats pack-

aged meats, fresh fish, shellfish, other packaged water foods.

Wayne Martin
Extension 368
Candy & gum, snack foods, coffee, tea, cocoa, soft drinks & mixes, canned & bottled juice and drinks, crackers & cookies, breakfast foods, nonbaking nuts, syrups & molasses, bakery products, service bakery.

Karen Chaney
Extension 395
Health and beauty aids, adult incontinence products, vitamins, baby care products, baby foods.

Acquisition Management Division
Mary Scogin
(210) 925-4107 ext 520
FAX: (210) 925-2619

Resource Management Division
Rita Alexander
(210) 925-6144 ext. 456
FAX: (210) 925-2620

Budget
Larry Coker
(210) 925-6144 ext. 489
FAX: (210) 925-2620

Information Resource Management Division
John Loughlin
(210) 925-6415 ext. 530
FAX: (210) 925-0329

Facilities Division
Edward Perez
(210) 925-6655 ext. 409
FAX: (512) 925-2619

Personnel and Training Division
Dwight Hall
(210) 925-7344 ext. 511
(512) 925-0329

Troop Subsistence & Readiness Div.
Maj. Shelta Reese, USAF
(512) 925-6284 ext. 528
FAX: (512) 925-8923

Colorado Springs District
425 W. Hamilton Avenue7
Peterson AFB, CO 80914-1670

Director
Ronald Clark
(719) 556-4483
FAX: (719) 591-0680

Deputy Director
Robert E. Hayden
(719) 556-4534

Commisssary Management Specialists
Bernard Ellison, SFC
(719) 556-7298
William Head
(719) 556-7298
Steve Preciado
(719) 556-4534

NORTHEAST REGION

Defense Commissary Agency
Snowden Hall, Bldg. 2257
Ft. Meade, MD 20755-5220
(301) 677-9782
FAX: (301) 621-0532

Director
Patrick B. Nixon
(301) 677-6782

Deputy Director
Austin K. Smith
(301) 677-9824

Auditors (DeCA HQ Internal Review Office)
Mike Mergener
Mike Rich
(301) 677-9332
FAX: (301) 621-0532

Senior Enlisted Advisor
CMSgt M. Blackwell
(301) 677-9823

Public Affairs
Marian K. Edlow
(301) 677-9606
FAX: (410) 674-9379

Security/Safety
Richard Kershner
(310) 677-9094
FAX: (301) 621-0615

Operations Division
Harry H. Witt
(301) 677-9416
FAX: (301) 621-0615

Store Operations Branch
Marcia Jimenez
(301) 677-9333

Troop Support Section
TSgt Ken Fulton
(301) 677-9643

Food Safety & Quality Assurance Branch
CW3 Ramon Munoz, USA
(301) 677-9094

Merchandising Branch
Paul M. Rhodes
(301) 677-9332
FAX: (301) 621-0613

Northeast Region Buyers
For Appointments Call
(410) 677-4332

Fred Jackson—Group I
Extension 231
Pet food and pet supplies, air fresheners, rug care, beverages—bottled water, coffee, coffee beans, coffee filters, hot chocolate, juices, powdered and flavored drinks, soft drinks, tea, meat—fish, poultry, canned fish, canned meat, frozen meat and poultry, refrigerated meat, HBA—after shave, eye care, foot care razor blades, chaving cream, holiday—valentine products.

Bill Moody—Group II
Extension 222
Bakery breads and rolls, bar and liquid soap, canned and jarred vegetables, ice cream cones, ice cream toppings, instant potatoes, tobacco products, breakfast condiments—jams, jellies, honey, peanut butter, frozen foods—baked goods breakfast foods, fruits, ice cream, juices, meat dinners, meat pies, novelties, seafood, vegetables, HBA—cough and cold remedies, sleeping aids, value-mart.

Hank Perez—Group III
Extension 234
Canned and jarred fruits, chilled biscuits, chilled juices, vitamins, household—bleaches, fabric softeners, gloves, household cleaners, polishes, soaps and detergents, sponges, waxes, window cleaners, salty snacks—candy (bagged and bulk), chips, gum, peanuts, popcorn, pretzels, frozen food—gourmet, pizza, specialty, HBA—hair care shampoo, conditioners, holiday—Christmas and Thanksgiving.

Herman Gutierrez—Group IV
Extension 226
Canned and dry soup, health foods, hosiery, liquid and auto dish detergent, meat sauces, microwave, oils, shelf stable, shortenings, stuffing and breading, breakfast foods—canned and dry milk, cold and hot cereal, grits, nutritional bars and diet, pancake mix, syrup, canned pasta, dry pasta, spaghetti sauces, HBA—dental care, deodorant, feminine hygiene, mouthwash, toothpaste, holiday—Christmas and Thanksgiving.

Marvin Ruhinen—Group V
Extension 224
Dry beans, prepared foods, pizza sauce/mix, rice, condiments—bbq sauce, ketchup, olives, pickles, mayonnaise, mustard, relish, salad dressings, salad toppings, vinegar, picnic supplies—bags and wraps, charcoal, insecticides, matches, toothpicks, paper products—napkins, sealable bags, toilet paper, towels, bakery specialty—cookies crackers, HBA—analgesics, antacids, facial cream, first aid, laxatives, lotions, holiday—Easter and Passover.

Jimmy Curtis—Group VI
Extension 265
Gelatins, gourmet foods, international foods (salsa, etc.), puddings, suncare products, general merchandise—batteries, gadgets, J-hooks, light bulbs, shoe polish, Skillcraft, baby needs—baby food, diapers, formula, seasonings—sauce and gravy mixes, spices, baking needs—cake mixes, pie fillings, sugar, flour, refrigerated dairy—cheese, yogurt, holiday—Halloween.

Logistics Management Division
Walt Carlton (acting)
(301) 677-9160
FAX: (301) 621-0612

Acquisition Management Division
Vickie B. Archileti (acting)
(310) 677-9893
FAX: (301) 621-0612

Resource Management Division
F. R. Verrier
(301) 677-9052
FAX:: (301) 621-0611

Program Evaluation
Shirley Dietsch
(301) 677-9840
FAX: (301) 621-0611

Information Resource Mangement Division
Billy R. Lell
(301) 677-9056/FAX: (410) 674-9379

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Facilities Division
Phillip Miller (acting)
(301) 677-9094
FAX: (301) 621-0615

Personnel and Training Division
Irwin Scherman
(301) 677-9692
FAX: (301) 621-7354

Central Distribution Centers

Military District of Washington CDC
Bldg 2 - Door 10, 5010 Duke Street
Alexandria, VA 22304-5050
Clifton Goins
(703) 274-6659
FAX: (703) 274-4729

Mechanicsburg CDC
Bldg 506/507 Carlisle
Defense Depot Region East Mechanicsburg, PA 17055
Carl Smith
(717) 790-5814
FAX: (717) 790-1804

New England CDC
Bldg 47 Chandler Street
Defense Commissary Agency Newport, RI 02841-1716
John Blythe
(401) 841-4540
FAX: (401) 841-2093

NORTHWEST/PACIFIC REGION

Defense Commissary Agency
Fort Lewis, WA 98433-7300
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Deputy Director
Edward L. Dove
(206) 967-3364

Auditor
Shirley Jones
Wayne Palmer
Jim Smith
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Senior Enlisted Advisor
CMSgt Howard Lucas, USAF
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Vacant
(206) 967-3364

Safety & Security
Patrick Powers
Anthony Taylor
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Operations Division
Don Wells
(206) 967-3965/3928

Store Operations Branch
William LaBay
(206) 967-3965/3928

Troop Support Branch
Valerie Wiggins
TSgt Leo Robillia, USAF
(206) 967-2554

Merchandising and Marketing Branch
Peter Conrardy
(206) 967-2582/5352
FAX: (206) 967-6259

NW/Pacific Region Buyers
(206) 967-3965 (main line)
FAX: (206) 967-6259

Joan Henderson
Breakfast foods, rice and beans, beverages, baking needs, dietetic foods, spices & extracts, coffee beans, nonbaking nuts, canned & dry milk, health & natural foods.

Tom Kinsey
Jams and jellies, spaghetti sauce, soft drinks & mixes, condiments & sauces, cigarettes & tobacco products, charcoal & lighter fluid, can and bottled juice & drinks, pet products, macaroni & pasta, toppings, canned & dry soup, syrups & molasses.

Darlyne Roye
Baby care foods and products, HBA, feminine hygiene and adult incontinence, vitamins.

Delano Shook
Bakery products, ethnic foods, canned fish, refrigerated meats, luncheon meats.

Rick Hale
Candy & gum, desserts, canned & dry fruits, Value Mart, snack foods, dry convenience foods, canned and dry vegetables, prepared foods.
Heidi Greene
Frozen Foods, dairy products, chilled products.

Gene Tate
Household, insecticide, crackers & cookies, gourmet foods, pickles & relish, paper & plastic products, wraps, foils, bags, canned meat, salad dressings, blind made products.

Logistics Management Division
Gloria Ellis
(206) 967-3071/4572
FAX: (206) 967-4129

Contracting Division
Wesley Freeman
(206) 967-4660
FAX: (206) 967-7496

Resource Management Division
Tony Patronaggio
(206) 967-2745
FAX: (206) 967-6334

Budget
Hazel Carr
(206) 967-2745
FAX: (2016) 967-6334

Accounting
Steve Quilici
(206) 967-2745
FAX: (206) 967-6334

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Ronald C. Greening
(206) 967-3671

Facilities Division
Richard Brooks
(206) 967-2554

Personnel and Training Division
Jill Stringer
(206) 967-2843
FAX: (206) 967-3750

Manpower
Rae Noland
(206) 967-2788
FAX: (206) 967-6334

Pacific District
DeCA/NW-HA
Hickam AFB, Hi 96853-6438
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FAX: (808) 449-0690

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CAPT Edward Cormier, SC, USN
(808) 449-6087

Deputy to the Commander
Vacant
(808) 449-6087

Far East District (Yongsan, Korea)
DeCA/NW-KO
Unit 15625
APO AP 96205-0615
011-82-2-7841-3433
FAX: 011-82-2-7841-2315

Commander
LTC John B. Smith, USA
011-82-2-7841-3433

Central Distribution Center
Seatac CDC
Bldg 9660
Ft. Lewis Logistics Center
Ft. Lewis, WA 98433-7300
(206) 967-5203
FAX: (206) 967-4626
Donald R. Fleck

SOUTHERN REGION

Defense Commissary Agency
60 West Maxwell Boulevard
Maxwell Air Force Base, AL 36112-6307
(205) 953-6318
FAX: (205) 953-3725

Director
John F. McGowan
(205) 953-6318

Deputy Director
Curtis J. Day, Jr.
(205) 953-6318

Auditor
Carl Stuckey
(205) 953-2175

Senior Enlisted Advisor
CMSgt Henderson Leflore, Jr., USAF
(205) 953-7667

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Jim Davidson
(205) 953-7795
FAX:(205) 953-3328

Operations Division
Donald E. Morris
(205) 953-5843

Logistics Branch
MSgt Joe Morgan (acting)
(205) 953-7972

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SOUTHWEST COLD STORAGE COMPANY

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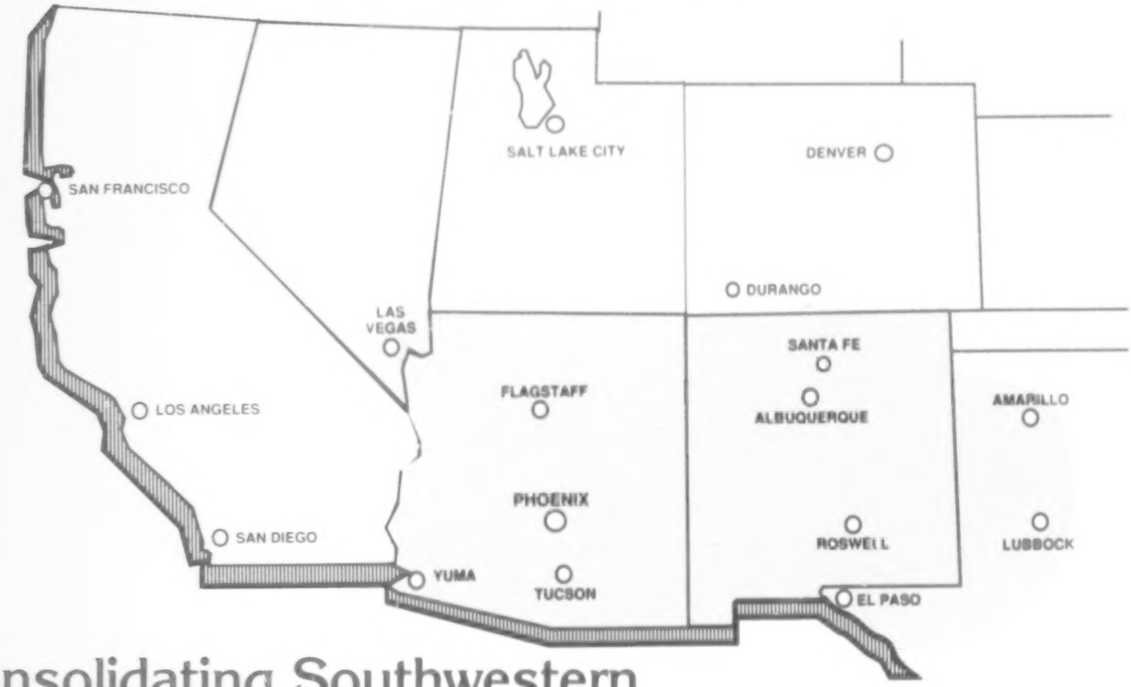
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Direct Contacts:
Vice President Marketing/Sales: Ed Blankinship
Director Military Operations: Peter Howell

(602) 269-7290
1-(800) 722-4468

One North 59th Avenue / Phoenix, Arizona 85043 / Fax (602) 269-8121

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Security/Safety Section
Robert Closson
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Troop Support Section
Linda Colvin
(205) 953-6691

Food Safety & Quality Assurance Branch
CWO Johnny Tidwell, USA
(205) 953-3733

Merchandising Branch
Jim Shelton
(205) 953-2261

Southern Region Buyers
(205) 953-7795

Tom Ovesen
Baby food, pet products, beverages, coffee beans, natural/processed cheese, prepared/convenience foods, frozen meat/poultry, refrigerated meats, dairy products.

Jack Spence
Spreads, frozen foods, butter, margarine, egg substitutes, ice cream, novelties, yogurt, breads, cakes, abakery products, berries, fruits, breakfast, desserts, toppings, other chilled/bakery, dressings, pizza, juices, prepared salads, wraps, foils, bags specialty frozen, batteries, light bulbs, vitamins, canned/dry vegetables.

Jim Davidson
Household cleaning, rice & beans, snack foods, canned & dry fruits, cigarettes/tobacco products, canned meats, misc. household, baking needs, nonsmoking aids.

Ken Honn
Spaghetti sauce, nuts, condiments & sauces, bulk paper, HBA.

Bob Stuyck
Breakfast foods, candy, gum, gourmet, pickles, olives, relish, specialty foods, frozen vegetables, hosiery, charcoal & lighter, spice and extracts.

Jim Shelton
Insect/rodent, cookies, crackers, value mart, soft drinks & mixes, salad dressing, syrup & molasses, canned fish, canned/dry milk, bottled juice/drinks.

Linda Pagaliarulo
Baby care, macaroni & pasta, diet products, canned/dry soup, paper & plastic products, frozen prepared food, blind made & like products, feminine hygiene and incontinence products.

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(205) 953-3136

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Drew Cohn
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PO B 131, NAS Jacksonville, FL 32212-0131
Capt Clarence Hinnant
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FAX: (904) 573-5006

DeCA Georgia CDC
660 Eleventh St.
Robins AFB, GA 31098-2428
Larry Danforth
(919) 926-1836
FAX: (912) 922-4974

Panama CDC-WRM
C/O Panama Commissary District
Unit 0926, APO AA 34002-5000
Richard Young
99011-507-85-6412
FAX: 99011-507-85-4705

Panama Commissary District
Unit 0926
APO AA 34002-5000
99011-507-85-5405
FAX: 99011-507-85-4705

Commander
LTC John Q. McNulty, USA

Deputy Commander
Daniel J. Ciaffey

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SSGT Noel Fernandez
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CW1 Stacia Williams
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FAX: (714) 726-4279

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(714) 726-4424
FAX: (714) 726-2436

Merchandising Branch
Greg Boswell
(714) 726-6548
FAX: (714) 726-2678

Southwest Region Buyers

Greg McGruder
(714) 726-4373
Household, insect and rodent, pet products, beverage, soft drinks and mixes, coffee beans, canned and dried fruits, cigarettes, tobacco, syrups and molasses, misc. household, blind made products, health foods, charcoal/lighter, canned/dry vegetables.

Chuck Prutch
(714) 726-3266
Breakfast foods, candy and gum, crackers and cookies, value mart, desserts, snack foods, salad dressings, wraps, foils, bags, convenience foods, frozen food (prepared, specialty, vegetables), baking needs, canned/bottled juice & drinks, spices & extracts.

Bill Pickett
(714) 726-4372
Spreads, pasta and macaroni, rice and beans, dietetic foods, nonbaking nuts, condiments & sauces, pickle, olives & relish, bulk paper, paper & plastic, canned fish, canned meat, canned/dry milk, holiday items, adult incontinence.

Vicki Sliwicki
(714) 726-4374
Baby products, baby food, frozen foods (bakery, fruits, juices, breakfast, dairy), gourmet foods, toppings, canned/dry soup, speciality foods, prepared/dry foods, HBA, feminine hygiene.

Nick Nichols
(714) 726-6542
Dairy products, natural/processed cheese, other chilled, frozen meat and poultry, refrigerated meats.

Acquisition Management Division
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FAX: (714) 726-4542

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FAX: (714) 726-4278

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FAX: (714) 726-4464

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FAX: (714) 726-4278

Personnel and Training Division
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FAX: (714) 726-2847

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Oakland NSC, CA 94625-5000
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FAX: (510) 466-7038

Director
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(510) 466-7102

Deputy Director
Ed Heil
(510) 466-7103

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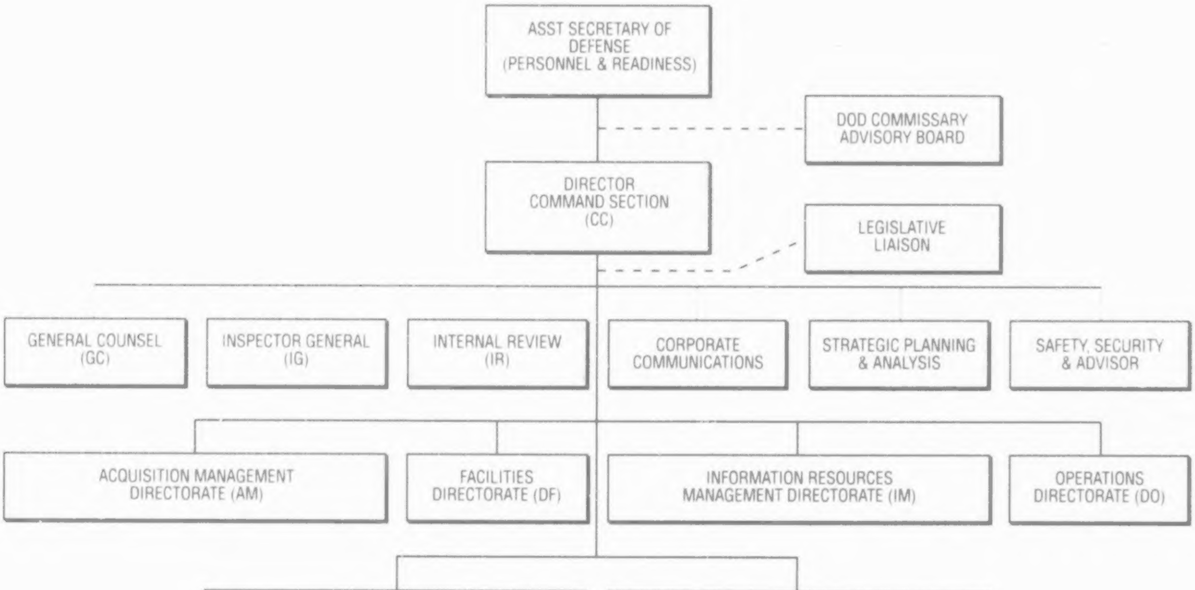
anta Ana, CA 92709
(714) 726-4235
FAX: (714) 726-3961
John Allen

National City CDC
401 W 8th St.
San Diego, CA 91950-5150
(619) 237-5160
FAX: (619) 696-0995
William Wilson

Tracy CDC
DDJC/SDF WHSE #3
Chrisman Road
Tracy, CA 95376
(209) 832-9401
FAX: (209) 832-9924
Phil Harris

DeCA Headquarters Organization


ASST SECRETARY OF DEFENSE (PERSONNEL & READINESS)
DOD COMMISSARY ADVISORY BOARD
DIRECTOR COMMAND SECTION (CC)
LEGISLATIVE LIAISON
GENERAL COUNSEL (GC)
INSPECTOR GENERAL (IG)
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PERSONNEL & MANPOWER DIRECTORATE (DP)
RESOURCE MANAGEMENT DIRECTORATE (RM)

Defense Logistics Agency (DLA)

Cameron Station
Alexandria, VA 22304-6100
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FAX: (703) 274-4681

VADM Edward M. Straw, SC, USN

Maj. Gen. Lawrence P. Farrell Jr., USAF

RADM Leonard Vincent, SC, USN

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FAX: (703) 274-4965

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FAX: (703) 274-4965

Chief Financial Officer, Comptroller
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FAX: (703) 274-3201

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FAX: (703) 274-3185

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Executive Director Human Resources
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Staff Director, Public Affairs
Larry J. Wilson
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FAX: (703) 274-4681

Staff Director, Corporate Performance
J. Pettibone
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FAX: (703) 274-1524

Staff Director, Equal Employment Opportunity
C. J. Miller
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FAX: (703) 274-4474

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Vacant
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FAX: (703) 274-4965

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FAX: (703) 274-3830

Executive Director, Supply Management
RADM E. R. Chamberlin, SC, USN
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FAX: (703) 274-3830

Executive Director, Distribution
BG R. P. McFarlin, USA
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Deputy Director/Acquisition Management Commander, Defense Contract Management Command
RADM Leonard Vincent, SC, USN
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FAX: (703) 274-0823

Executive Assistant
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Executive Director, Contract Management
R. Scott
(703) 274-0821
FAX: (703) 274-0823

Executive Director, Procurement
B. B. Williams
(703) 274-6401
FAX: (703) 274-0310

DLA's Mission and Purpose

The Defense Logistics Agency (DLA) is a combat support agency within the Department of Defense. Its primary missions are to supply American combat forces in war and peace and manage defense contracts after they are awarded. In addition, it manages the nation's stockpile of strategic materiels, operates the federal supply catalog system, and reutilizes and disposes of excess or surplus materiel.

The agency employs more than 60,000 civilian and military personnel worldwide. Military personnel are assigned by the Army, Navy, Air Force and Marine Corps under DoD joint-staffing policies.

Its missions have been substantially broadened by decisions that flowed from the Defense Management Review of 1989. When the ongoing transfer of consumable items is completed in July 1994, DLA will be managing most (nearly 4 million) supply items used by the military. Since the consolidation of military supply depots was completed in 1992, DLA is responsible for the entire distribution depot system.

DLA's worldwide operations are performed through its field activities: supply centers and distribution depots, contract management offices, and service centers. Headquarters is in Alexandria, Virginia.

The items DLA buys and manages range from clothing and microchips to photographic film and construction equipment. DLA is the source of supply for parts used in more than 1,000 weapon systems, which are given intensive management to ensure ready availability.

DLA administers contracts after they have been awarded by the military services and other federal agencies. Its Defense Contract Management Command (DCMC) manages some 500,000 contracts with a face value of $750 billion. Many of these contracts are for the nation's major weapon systems. DCMC personnel monitor contractors' production, assure the quality of materiel before accepting it for the government, and ensure timely delivery. They provide a variety of other services, including the negotiation of price-adjustment claims and reviews of contractors' purchasing, insurance and pension systems.

Other logistic services performed by DLA include the reutilization of materiel that is in excess to the needs of the military services and the disposal of surplus equipment and supplies. This worldwide mission is directed by the Defense Reutilization and Marketing Service, headquartered in Battle Creek, Michigan.

The agency's Defense Logistics Services Center, also located in Battle Creek, Michigan is the world's largest logistical data management operation. In addition to managing the Federal Catalog System, the center processes descriptive and technical information on almost six million supply items.

The nation's reserve of strategic and critical materiels stored for use in the event of war or other national emergency is managed by DLA's Defense National Stockpile Center.

DLA Primary Level Field Activities

Major Supply Depots

Defense Depot Region East
New Cumberland Army Depot
New Cumberland, PA 17070
(717) 770-7401
FAX: (717) 770-7180

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CAPT Fred A. Williams, SC, USN

Public Affairs Officer
Keith Beebe

Defense Depot Region West
Tracy, CA 95376-5000
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FAX: (209) 832-9903

Commander
COL James W. LaBounty, USA

Public Affairs Officer
Doug Imberi

Defense Contract Management Districts

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Philadelphia, PA 19101-7478
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FAX: (215) 737-2056

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Deputy
Bridget J. Pitt

Public Affairs Officer
Alice Coghill

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COL Joseph Wilson, USA

DCMAO Cleveland
Anthony J. Celebrezze Federal Building
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Cleveland, OH 44199-2004
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FAX: (216) 522-6937

Commander
COL Joseph Dougherty, USA

DCMAO Dayton
c/o Defense Electronics Supply Center
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FAX: (513) 296-6740

Commander
Lt Col Edward Anderson, Jr., USAF

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Detroit, MI 48226-2579
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FAX: (313) 226-5250

Commander
COL James Smith, USA

DCMAO Philadelphia
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Philadelphia, PA 19101-7699
(215) 737-3402
FAX: (215) 737-3598

Commander
LTC Lee McMillen, USA

DCMAO Pittsburgh
1612 William S. Morhead Federal Bldg.
1000 Liberty Avenue
Pittsburgh, PA 15222
(412) 644-5911
FAX: (412) 242-5907

Commander
Lt Col Daniel Eldridge, USAF

DCMAO Reading
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Reading, PA 19602-1094
(215) 320-5010
FAX: (215) 320-5075

Commander
LTC A[illegible]a L. Moyer, USA

DCMAO Springfield
240 Rt. 22
Springfield, NJ 07081-3170
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FAX: (201) 564-8346

Commander
COL Thomas J. Quigley, USA

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Chicago, IL 60666-0911
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FAX: (312) 825-6211

Commander
COL Francis B. Holland, USA

Deputy Commander
L. G. Donovan

Public Affairs Officer
Beverly June James

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P.O. Box 66911
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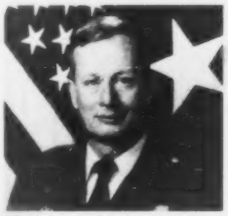

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DPSC is an active partner with the Defense Commissary Agency (DeCA), working with industry to provide resale support to commissary patrons. The inter-connectivity link between the two primary computer systems of DPSC and DeCA will enable both organizations to share the pricing and catalog information provided to DPSC.

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This directorate's 1,530 employees worldwide buy nearly $2 billion worth of fresh, dehydrated, freeze-dried, frozen, and canned food for use in Service dining halls and field units, and about $2.6 billion worth of food for resale in more than 300 military commissaries worldwide.

The Subsistence directorate also spends more than $170 million annually on operational rations such as the meal ready-to-eat, tray pack and cold weather food rations.

To make sure this food reaches customers on a timely basis, the primary wholesale subsistence operation in Philadelphia is augmented by food-buying regions in Alameda, California, and a temporary location in Zweibruecken, West Germany.

The Defense Subsistence Regions (DSRs) have responsibility for buying, storage, quality assurance and delivery to customers in their respective regional areas.

DPSC also operates 27 defense subsistence office (DSO) food buying activities which include sites in Hawaii and England. Seventeen of those offices are under the direction of DSR Atlantic; five are controlled by DSR-Pacific and five offices by DSR-Europe. The DSOs are responsible for daily buying and shipping of fresh fruit and vegetable items, and in some cases, monitoring cold storage contracts for chill and freeze items. Full carlot quantities of produce are generally bought by Subsistence employees located in the field growing areas back in the US and throughout Europe.

DPSC also manages and operates four food storage facilities. Three facilities are located in the Federal Republic of Germany and are operated by DSR-Europe. The facilities in Kaiserslautern and Bremerhaven distribute perishable food; the Germersheim facility handles semiperishable products. The fourth is located in Felixtowe, England, and provides perishable support for the UK.

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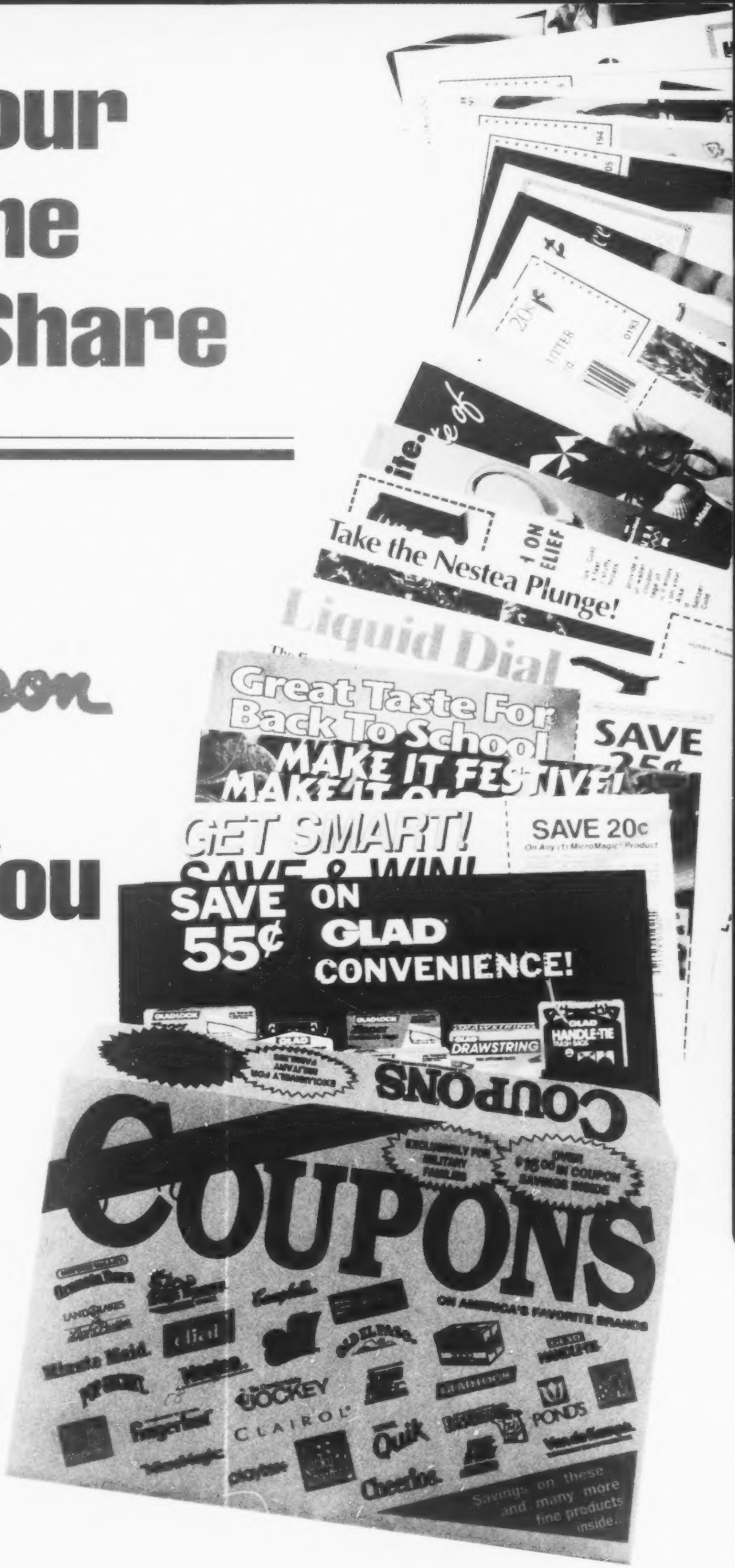
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Dallas, TX 75236-1598
Phone: (214) 312-2011
FAX: (214) 312-3000
Telex: 73-2374
Commander: Major General Robert F. Swarts, USAF

Maj Gen Robert F. Swarts, USAF

BG Stephen M. Bliss, USA

Mission & Purpose

The Army and Air Force Exchange Service (AAFES) is a joint organization under the U.S. Army and Air Force. Its worldwide headquarters is in Dallas, TX.

The Army and Air Force Exchange Service provides quality merchandise and services to active duty, qualified National Guard, reserve, retired, and their families around the world.

Earnings go to the Army and Air Force for morale, welfare, and recreation activities, and are also used for the modernization or construction of exchange service facilities.

AAFES seeks to improve the quality of life for more than 10 million authorized customers. Customers' loyalty depends on their perception of the exchange as competitive and convenient. Recognizing this, AAFES is committed to providing the best possible customer service and significant price savings. It is staffed by people dedicated to the basic philosophy of customer satisfaction.

History

During the American Revolution, soldiers were not issued personal items such as soap, razors and tobacco. However, peddlers—called sutlers—followed the Army and sold merchandise, most of it inferior. Because of its corruption, the sutler system was replaced in 1867 by post traders. In 1889 the War Department authorized canteens, putting the post traders out of business.

On July 25, 1895, General Order No. 46 set the standard for the concept and mission of today's exchange service. Eventually, independent operations evolved at Army divisional levels. At large posts, with little or no direction from higher headquarters, each division established a post exchange to serve the unit. Post commanders decided how earnings were spent. The system remained basically unchanged until 1941, when the Army Exchange Service was established to provide broad guidance for worldwide operations. After the Department of the Air Force was established in 1947, the exchange became a joint operation. The Army Exchange Service was redesignated the Army and Air Force Exchange Service in 1948.

Operations

Army and Air Force Exchange Service worldwide operations provide nearly 3,400 retail and military clothing stores; more than 1,900 food facilities; 5,200 personal services concessions, including barber and beauty shops, laundry and other facilities; catalog services for the uniformed services; and almost 101,000 vending machines worldwide. The Exchange Service also operates some 639 admission and "free" admission theaters.

Organization

The commander is a general officer responsible to a board of directors established by the secretaries of the Army and the Air Force through their respective chiefs of staff. The 16 members of the board are:

ARMY

Comptroller
Commander, U.S. Army Community and Family Support Center (USACFSC)
Director, Transportation Energy and Troop Support, Office of the Deputy Chief of Staff for Logistics (ODCSLOG) HQDA
Chairman, Overseas Council
A general officer designated by the Chief of Engineers
Member at Large
Sergeant Major of the Army

AIR FORCE

Deputy Chief of Staff/Logistics
Deputy Assistant Secretary (Budget)
Senior Military member of Morale, Welfare and Recreation
Chairman, Overseas Council
Director of Budget Operations
Member at Large
Chief Master Sergeant of the Air Force
Guard/Reserve Representative

Commander, Army and Air Force Exchange Service

The commander and vice commander positions alternate between the Army and Air Force. When one service selects the commander, the other fills the vice commander position. Although the Army and Air Force Exchange Service is a worldwide military command, it has only about 60 military personnel assigned. The Exchange Service is primarily a civilian-run organization, having nearly 71,000 employees. All civilian employees are paid from Exchange Service sales revenues, not from appropriated funds of the Army or the Air Force. The AAFES Operations Center, also located in Dallas, supports the nine region directors for the continental United States and the headquarters of AAFES' worldwide distribution system. Overseas operations are headquartered in two locations, each with its own commander, subordinate to the AAFES commander in Dallas. The Army and Air Force Exchange Service - Europe is headquartered in Zirndorf, near Nuernberg, Germany and the Army and Air Force Exchange Service - Pacific is located in Okinawa, Japan.

Sales and Dividends

Annual sales from more than 12,000 activities were more than $7.3 billion in FY 1992. For each dollar received, the Army and Air Force Exchange Service spends about 96 cents for merchandise, personnel and other operational costs. The remainder is distributed in dividends for morale, welfare and recreation activities (3 cents), and capital expenditures for new and improved Exchange Service facilities (1 cent).

Over the past 10 years, AAFES payments to morale, welfare and recreation activities totaled more than $1 billion - money the Army and Air Force spent for such things as libraries, youth centers, hobby shops, recreational areas and athletic equipment.

Visiting AAFES

AAFES negotiates only with authorized individuals and awards contracts only to eligible persons and firms. To conduct business, all visitors must have some identification that will establish the visitor's authority to represent a principal. An employee of a manufacturer should have a business card, badge, ID card, or authorization letter on the company letterhead. A manufacturer's representative, either self-employed or employed by a firm, must have a current letter of authorization from each of the manufacturers represented, which authorizes the individual to conduct business on behalf of the manufacturer. A current letter is one dated within the last twelve months.

When visiting AAFES, visitors are also required to have a registration number. This number is obtained by completing AAFES Form 3900-56 and 3900-57 (a Notice of Appearance Before Exchange Activity). Unless a correction is necessary, the registration number is permanent and can be used on all visits. Particular attention should be paid to the reverse side of the form which includes a statement of AAFES policy on gratuities, references to pertinent Army and Air Force regulations and brief summaries of applicable statutes.

Visitors must complete a Visitor's Registration Form, AAFES Form 3900-58, on every visit.

Store Visitation Policy

If the firm is doing business with AAFES, entry to the stores as a vendor rep is authorized by the contract. Representatives who do not have a contract with AAFES may get visitation privileges by making an appointment in advance through the appropriate CONUS operations chief, or overseas merchandise branch or division.

If the request to visit is approved, a letter of Temporary Access Authorization is issued, listing an expiration date, exchanges the representative may visit, names and telephone numbers of exchange managers, and the reason for the visit. A copy of the letter is also forwarded to exchanges listed.

General Procurement Information
Selling to AAFES

The purchase of most all retail merchandise is accomplished by buyers assigned to the Sales Directorate, Headquarters AAFES, Dallas, TX. The purchase of institutional food, expense items and services is accomplished by the contracting officers assigned to the Procurement Support and Policy Directorate, located in the Graystone Building, Dallas, TX. This includes goods and services for sale in both Continental US and overseas stores, stocked in AAFES Distribution Centers and items for sale in the Exchange Mail Order Catalog.

Firms interested in doing business with AAFES should complete a Source List Application, AAFES Form 42000-10. The completed form should then be mailed or brought to the appropriate buyer/contracting officer in Dallas, TX. Firms or individuals wanting to sell to AAFES may also telephone or write the buyer for additional information or to schedule an appointment.

This policy includes worldwide AAFES. Although AAFES has a few buyers located in Germany and Hawaii, all US items are bought through the Dallas offices.

As an exception to this general policy, the Fine Jewelry buying function is located in the Atlanta Distribution Center, Atlanta, GA. Firms desiring to offer fine jewelry should direct all inquiries to Fine Jewelry, AAFES Distribution Section, PO Drawer WW, Forest Park, GA 30051, or call 1-404-363-5163.

Hardback Books, Paperback Books, Newspapers and Magazines

The majority of books and publications are supplied to exchanges in the United States by local distributors serving the area in which the exchange is located. Contracts with distributors are on a guaranteed sales basis and require the contractor to provide in-store service and remove unsold and outdated publications. Sales of hardbound books are extremely limited in the exchanges located in the United States. The HQ AAFES stationery buyer contracts for support of all CONUS operations. For Alaska, publications are the responsibility of the HQ AAFES buyer. For Hawaii it is the responsibility of HQ AAFES-Pacific, Purchasing Division. For The Azores, Greenland, Panama, and Puerto Rico, it is the responsibility of the HQ AAFES buyer. For Guam, Japan, Korea, and Okinawa, stores are operated by Pacific Stars and Stripes. For Europe, publications are sold in book stores operated by the Stars and Stripes.

You may also wish to contact:

Stars & Stripes
APO AE 09175

Stars & Stripes
252 Seventh Avenue, Room 401
New York, NY 10001

AAFES-Pacific
919 Ala Moana
Honolulu, HI 96814-4999
or

Pacific Buyer
Stars & Stripes
APO AE 96503

Customer Service Contracts

A variety of customer service concessions are operated by contract with individuals and businesses. Barber and beauty shops, laundry and dry cleaning, optical shops, flower shops, watch repair, amusement, music and beverage vending, and full-line product vending are examples of service provided.

The contracts are established through full and free competition among all eligible sources interested in providing the services. Participation by small businesses and minority business enterprises identified by the Minority Business Development Agency, U.S. Department of Commerce is encouraged. For more information on minority business opportunities, contact the Special Assistant for Minority Business Utilization at HQ AAFES by telephoning (214) 312-3571.

In CONUS, contracting is accomplished by HQ AAFES for all exchanges. Anyone interested in providing a customer service should contact: HQ AAFES ATTN: PZ-C, P.O. Box 225460, Dallas, TX 75222-5460. Firms or individuals wanting to provide a service at overseas locations have to comply with the laws and regulations of the host country. For further information, contact the applicable overseas exchange system.

Construction Contracting

AAFES contracts for new construction, facility modifications, and the installation of equipment and fixtures.

HQ AAFES Procurement Support and Policy Directorate contracts for new construction and renovation exceeding $10,000. Prospective construction source lists are recommended by the contract design architect, the military installations where the projects are to be performed, and individual requests. Plans and specifications may be examined at F.W. Dodge Division or other plan rooms near the construction site. If you are interested in a particular construction project, contact:

HQ AAFES, ATTN: PZ-S
P.O. Box 225887
Dallas, TX 75222-5887

Architect-Engineer (A-E) Services

A-E service contracts are made with selected firms based on professional qualifications and other considerations necessary for satisfactory performance of the work required.

For CONUS and Alaska, contracts are negotiated by HQ AAFES, Procurement Support and Policy Directorate. Source selection is made by HQ AAFES Customer Facility Directorate. If you are interested in being considered for selection, send a completed Standard Form (S-F) 254, Architect-Engineer and Related Services Questionnaire, along with other pertinent data about your firm, to HQ AAFES Customer Facility Directorate.

Overseas exchange systems publish guidance for the selection of A-E firms in their areas. For further information, write directly to the Procurement Support Division/Office of the applicable overseas exchange system.

Contracting Officers

Only contracting officers may bind AAFES contractually. AAFES contracts must be in writing.

Contracting officers are AAFES employees or military officers assigned for duty with AAFES who are designated by certificate of appointment.

Contracting officers are empowered to negotiate, execute and administer contracts, purchase orders, delivery orders, and so forth, under their specific certificate of appointment. They have considerable authority to act for AAFES in business matters. No one else may obligate AAFES to purchase any product or service.

Source List Applications

If interested in doing business with AAFES, submit a completed Source List Application, AAFES Form 4200-10. The form is available from all AAFES purchasing activities. Return the completed form to the purchasing activity where you want to do business. The form serves two purposes: It provides information regarding the different categories of items or services the firm wants to provide. It provides the contracting officer with pertinent information about the interested individual/firm.

Catalog Sales Program

The Exchange Mail Order Catalog Sales Program provides authorized customers worldwide with a major assortment of quality merchandise by mail order, FAX, in-store electronic ordering, and by toll-free telephone ordering. The catalog, in effect, serves as a retail store for many customers assigned to remote areas or at locations where shopping facilities are limited. It also provides a means for obtaining or sending gifts to family and friends. The catalog is used by all uniformed services personnel, whether active duty, reserve, national guard, or retired and, in overseas areas, by Defense and State Department civilian personnel.

Approximately 550,000 copies of the catalog are printed twice a year and, together with frequent specialty publications, are distributed all over the world to authorized exchange customers. The Catalog Sales Center is headed by the Chief, Direct Marketing, SBG. Contact the HQ AAFES Sales Directorate for inclusion of U.S. origin products. Overseas suppliers should contact the Pacific Field office, Yokota, Japan, or the Chief of Europe Catalog Group at Giessen, Germany.

Distribution Centers

Fifteen distribution centers (DCs) support exchanges worldwide. Six DCs are located in CONUS, six in Europe, six in the Pacific, and four offshore (Alaska, Panama, Azores, and Puerto Rico). The CONUS DCs receive, process, and ship a variety of merchandise.

The ATLANTA DC, Forest Park, Georgia, distributes fine jewelry, recorded music and videos, military uniforms, fashion shoes, American catalog merchandise worldwide, and general merchandise to all exchanges east of the Mississippi, including Europe.

The OAKLAND DC, California, distributes general merchandise to stores west of the Rockies, including Alaska, and throughout the Pacific.

The WACO DC in Texas supports exchanges east of the Rockies and west of the Mississippi.

The DAN DANIEL DC in Newport News, Virginia, serves stores along the eastern seaboard and Europe with general merchandise. In addition, certain other items, such as shoes, are supplied worldwide.

Women's, men's and children's fashions and seasonal clothing are distributed to exchanges worldwide from the Fashion Distribution Center (FDC) in Dallas, TX and a Fashion Distribution Activity in Atlanta, Georgia.

All distribution centers and transportation centers (TCs) are under supervision of AAFES Logistics Directorate in Dallas.

How Merchandise is Distributed

AAFES uses two major systems to resupply its retail facilities. In the "open order" or "direct delivery" method, the supplier ships the merchandise directly to the store. Conversely, the "warehousing" method requires that shipments first go through one or more AAFES warehouse distribution points, then on to the designated facility.

Selection of the best method of distributing merchandise in the AAFES stock assortment is determined by the supplier's terms, type of service needed, the nature of the merchandise category, and an evaluation of the economic/operational advantages to AAFES and its customers.

AAFES Guidelines To Quality Assurance

The Quality Assurance Program ascertains the quality of items AAFES buys and sells. AAFES tests and evaluates many items before and after purchase. AAFES also visually inspects merchandise at vendor plants and its warehouses using random sampling techniques. The aim is to keep poor quality merchandise out of the stores.

Most food items bought by AAFES must be processed in plants approved by the Department of Defense using either their own inspection, or, in certain cases, other federal inspection services. Some items are exempt because of their low potential for disease transmission. The office of the Staff Veterinarian or the Food Buyer can tell if source approvals are unnecessary. Delivery of food items directly to exchanges requires an inspection by the resident military food inspection unit for terms of the contract, plus sanitation of the vehicle.

AAFES is determined to be a proactive partner to the community it serves and to the vendors whose merchandise and services it offers. Vendors should be environmentally responsible, offering products and packaging which create a minimum of hazardous waste, are made from recycled products or can be reused or recycled themselves, are energy ef-

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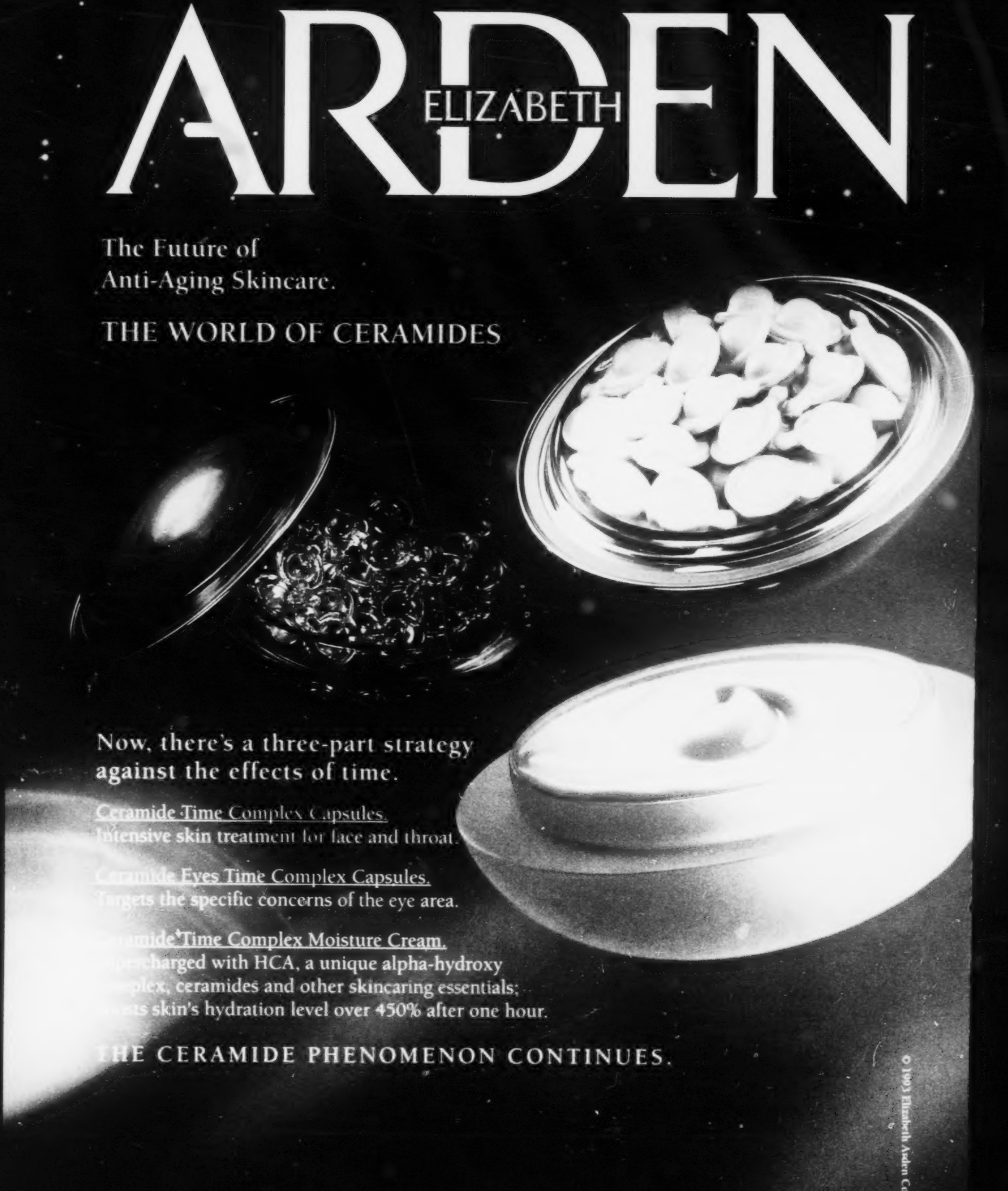

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ficient, enhance the environment, and whose claims can be verified.

Laboratory testing and technical evaluations are performed on a wide range of softline and hardline merchandise. Items are tested, analyzed and evaluated under various conditions to see how well they will perform under actual use. Such characteristics as colorfastness, shrinkage, elongation, permanent press, strength, electrical performance, and safety factors are checked.

AAFES uses sampling plans derived from the Military Standard (MIL-STD) 105, "Sampling Procedures and Tables for Inspection Attributes," for visual inspection of merchandise. This standard is approved by the Department of Defense and is widely used and accepted throughout industry. Ordinarily, AAFES inspects items using normal sampling plans. AAFES uses tightened inspection for reinspection of a previously failed lot and when vendor's quality indicates a higher than normal risk of substandard quality. The Acceptable Quality Levels (AQL) AAFES uses in conjunction with MIL-STD 105 sampling plans define the maximum percent of defective product AAFES will accept before rejecting a shipment. AQLs vary by product and price line.

It is each vendor's responsibility to assure the quality of their merchandise by establishing an effective statistical inprocess quality control system including end item testing/inspection. AAFES accepts quality merchandise only. It can, and does verify product quality at vendors' plants, at AAFES warehouses and stores. AAFES inspects as a discriminating customer would. Each sample is examined for defects adversely affecting appearance, serviceability, or customer acceptance. Examples of defects are: **Softline Merchandise**: open seams; exposed raw edges; spots or stains; material defects, such as slubs, floats, shade bars, knots, holes; badly shaded parts. **Hardline Merchandise**: mechanical or electrical malfunction or misalignment; dents, scratches, rust; poor finish; loose, missing or damaged hardware; distorted audio or video; loose electrical connections; safety-related defects, such as sharp edges, ingestible components, or other hazardous conditions; incorrect or missing assembly.

In addition to quality defects, noncompliance with AAFES Terms and Conditions, or applicable federal laws or acts, can cause an item to be unacceptable, such as: missing or incorrect Underwriter's Laboratories, or equivalent labels, size labels, textile care labels, fiber content labels, manufacturer's or brand labels, military uniform certification labels, flame-resistant identification, and so forth.

Missing or improper pre-ticketing or UPC code. Unauthorized substitutions or variations in ordered quantity. Not packed or packaged as required by law, contract or good packaging practices, that is: caps not child resistant; caps not tamper resistant/safety sealed (vitamins); not leak proof; insufficient inner packaging to prevent rattling and damage to contents. By January 1994 all products sold to AAFES must have a UPC code.

Contractor liability for supplying defective or nonconforming items is explained in detail in the AAFES Terms and Conditions applicable to contracts and purchase orders.

As part of the Terms and Conditions Agreement, contractors are required to have a Quality Control or a Quality Assurance Program acceptable to AAFES.

As a minimum, contractors must sample inspect each lot of merchandise (preferably using the applicable sampling plan that AAFES QA uses) for defects/nonconformance. If assistance with setting up a QC or QA program, call the AAFES Scheduling Office (214) 312-2710.

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Policy, Plans, Procedures & Administration Branch Staff Auditor
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†The Marsh Super Study, 1992
*1992 EquiTrend Study

††Compiled from 1992 Discount Store News Annual Industry Report

†††Compiled from 1992 Drug Store News Consumer Brands Preference Study

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(214) 312-3880
Clyde Todd
(214) 312-6502

Fiscal Support Branch
Chief
Paul Williams
(214) 312-2857

Merchandise Support Branch
Chief
Fred Gingerich
(214) 312-6523

Store Support Branch
Chief
Judith Parks
(214) 312-2856

Technical Resource & Planning Division
Chief
James Simmons
(214) 312-2152

Communications Branch
Chief
Robert Harper
(214) 312-3297

AAFES Store Automation Project Branch
Systems Manager
James Whitaker
(214) 333-6000

Operations Support Center—Management Information Systems Office
Chief
Joe Ragsdale
(214) 277-7886

AAFES Logistics

Senior Vice President
Robert Summerlin
(214) 277-7427

Assistant Vice President
Thompson Foy
(214) 277-7427

Logistics Analysis Unit
Manager
Joseph Krivis
(214) 312-3218

Computer Resources
Chief
Ed DiGirolomo
(214) 277-7478

Finance & Accounting
Chief
Linda Williams
(214) 277-7088

Facilities Management
Chief
Michael Gividen
(214) 277-7440

Technical Operations Division
Chief
Ron Ahman
(214) 277-7456

People Resources
Manager
Philip Aucoin
(214) 277-7435

Transportation Division
Chief
COL H. Carl Salyer, USA
(214) 277-7470

Fashion Distribution Centr
Manager
Jack Tipping
(214) 312-2401

Loss Prevention Division

Director
Col Michael F. Tinsley, USAF
(214) 312-2721

Safety & Systems Branch
Chief
Michael Larrabee
(214) 312-2720

Security Branch
Chief
Vacant
(214) 312-2729

Public Affairs Division

Director
Col Sally Davidson, USAF
(214) 312-3865

Media Branch
Chief
LtCol Bruce Garner, USAF
(214) 312-2763

Customer Relations Branch
Chief
MAJ Don Longfellow, USA
(214) 312-3531

People Resources Directorate

Senior Vice President
Michael Cunningham
(214) 312-2761
FAX: (214) 312-3429

Assistant Vice President
Thomas Harmon
(214) 312-2761

People Career Management Division Chief
Dennis Daniel
(214) 312-3812

People Policy & Labor Relations Division
Chief
G. T. Fearson
(214) 312-3294

People Recognition, Compensation & Computer Application
Chief
Michael Russell
(214) 312-2207

People Development & Training Division
Chief
Javier E. Cerna
(214) 312-277-7334

Strategic Planning Directorate

Senior Vice President
Arthur D. Ryan
(214) 312-3741
FAX: (214) 312-3476

Policy & Contingency Planning Division Chief
Robert L. Hicks
(214) 312-2743

Organization & Strategy Development Division Chief
William Barnes
(214) 312-2610

Procurement Support & Policy Directorate

Director
COL Thomas M. Ehlinger, USA
(214) 277-1600

Deputy Director
William Farrell
(214) 277-1602

Assistant Director
LTC Gerald Chandler, USA
(214) 277-1639

Equipment & Expense Division
Chief
Vacant
(214) 277-1636

Policy & Procedures Division
Chief
William B. Moore
(214) 312-2137

Strategic Procurement Division
Chief
Rod Constant
(214) 277-1686

Sales Directorate

Executive Vice President
Aubrey E. Rembold
(214) 312-3723

Sales Support Group

Vice President
Donald Smith
(214) 312-3351

Sales Information Office
Chief
Kenneth Patterson
(214) 312-2307

Marketing & Sales Promotion Division
Chief
Travis Towns
(214) 312-2653

Quality Assurance Division
Chief
Joseph Werres
(214) 312-3409

Staff Veterinarian
LYC Paul Caron, USA
(214) 312-3763

Research Division
Chief
Denise Barnhart
(214) 312-2467

Space Management Division
Chief
John Hanson
(214) 312-3393

Direct Marketing Strategic Business Group

Vice President
Mike Beverly
(214) 312-3333

Merchandising & Marketing Division
Chief
Louis Lord
(214) 312-3377

Business Operations Support Division
Chief
John Hurley
(214) 312-3320

Food Strategic Business Group

Vice President
Philip Latos
(214) 312-2661

Merchandising Group

Senior Vice President
Michael Moreland
(214) 312-3721

Softlines Division (SD/A)

Chief
Herbert H. Prins
(214) 312-3621

Menswear Branch

Merchandise Manager
Jacquie Waelde
(214) 312-2163

Senior Buyer
Mat Dromey
(214) 312-2184
Mens Coordinates, Levi, Duckhead, Dockers, Fruit of the Loom

Senior Buyer
Martie Ramirez
(214) 312-2162
Mens suits, sportcoats, blazers, tailored coordinates, dress slacks, dress shirts, ties

Buyer
Reggie Dawson
(214) 312-2788
Mens basic jeans (Lee, Wrangler, Dickies), outerwear (jackets & vests), leather jackets, sweaters

Buyer
Diana Eckert
(214) 312-2363
Young Men's clothes: coordinates (dress and casual), woven and knit sport shirts, dress

Change your outlook.

Quality eye protection
from the makers of

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Black Diamond

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Liz claiborne

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TROPICCAL

For further information,
contact Michael Sparks,
Director of Military Sales:
(703)-371-0078
1-800-578-8767

OUTLOOK EYEWEAR COMPANY
310 Interlocken Parkway, Suite A
Broomfield, CO 80021

A subsidiary of Bausch & Lomb incorporated

and casual slacks, fashion jeans, sweaters, shorts, vests

Buyer
Ray Downs
(214) 312-2181
Mens swimwear, walk shorts, novelty imprinted T-shirts, novelty sweat shirts, hosiery

Buyer
Linda Lampe
(214) 312-3340
Mens woven sportshirts, knit sport shirts, fashion fleece tops, robes and loungewear, mens heavyweight shirts, ski wear (mens and women's)

Buyer
Robert Quintana
(214) 312-2308
Mens activewear, tennis and golf separates, warm-up suits, action and running tops, shirts and pants, fleecewear, sweatwear, bicyclewear, professional and collegiate Sports Licensed Apparel, soccer and weightlifting apparel

Ladieswear

Merchandise Manager
Roger Muhlenkamp
(214) 312-2518

Senior Buyer
Alicia Scott
(214) 312-2213
All misses collections except Dockers

Senior Buyer
Cassie Baker
(214) 312-2233
All junior collections and separates, CHIC contracts, Hawaii and Panama contracts

Buyer
Dave Gow
(214) 312-3661
All outerwear, swimsuits, hosiery and socks

Buyer
Cheri Botvidson
(214) 312-2206
All dresses, suits and all maternity

Buyer
Rose Nelson
(214) 312-3610
All daywear, foundations, sleepwear

Buyer
Pam Childs
(214) 312-2205
All misses separates, all sweaters, and Dockers

Assistant Buyer
Julie Bierman
(214) 312-2542
All petite and women's collections to include Liz petites; Leslie Fay, Liz Claiborne and Suburbans contracts, STO, VES; and all petite and women's separates

Childrenswear

Merchandise Manager
Sharon Brown
(214) 312-3520

Senior Buyer
Monte McCarter
(214) 312-2977
Boys 4-7, 8-18 suits, sportcoats, shorts, warmups, slack sets, short sets, coordinates, active coordinates, swimwear, jackets, skiwear, windsuits, toddler boy swimwear

Senior Buyer
Pat Kirkpatrick
(214) 312-3913
Young Junior 6-14 coordinates, dresses, girls 4-6X and 7-14 coordinates, girls coats and jackets, 4-14 OshKosh, Healthtex open order

Buyer
Juanita Wilkerson
(214) 312-2974
Girls 4-6X and 7-14 blouses, knit tops, skirts, dresses, pant sets, jeans, short and short sets, warm-up suits, pants, girls Levi, Chic, Lee open order

Buyer
Louise Reza
(214) 312-2978
Boys clothes for sizes 4-7 and 8-20: pants, casual pants, pullover and cardigan sweaters, knit shirts, licensed T-shirts, dress shirts. Robes for boys 4-7, 8-20 and toddlers; PJs for infants, toddlers, and boys 4-7 and 8-20. Boys Levi, Lee, Josten, Farah and H. Cotler open order.

Buyer
Lana Gerdock
(214) 312-2971
Layette feeding and nursery items (open order). Boys, girls, infant, toddler socks and underwear, gloves and mittens, headwear, novelty accessories, totes and backpacks. Boys and girls budget jeans (STO & VES), rainwear, scouts, thermal underwear, belts. Girls umbrellas, tights, handbags, body-exercise wear.

Buyer
Laurel Owen
(214) 312-3319
Infant and toddler boys and girls, and girls 4-14 sweaters, outerwear, snowsuits, prams, bibs, knit tops, buntings. Infant and toddler girls and girls 4-14 sleepwear, swimwear. Boys 4-18 PJs, toddler boys PJs, shawls, christening sets. Infants and childrens 4-7 custom, imprinted sweatwear, T-shirts and sleepwear, boxed infant Sleep 'n Play.

Buyer
Lucille Papageorge
(214) 312-2967
Newborn, infant, toddler boy and girl pant sets, crawler sets, warmups, creepers, suits, short sets, diaper sets and dresses

Buyer
Patricia Hays
(214) 312-3909
Infant, toddler, boy and girl overalls, pants, shorts, knit tops, shirts, blouses, coordinates and jeans, OshKosh and OshKosh shops

Shoes

Merchandise Manager
Linda Williams
(214) 312-2979

Senior Buyer
Vivian Skalsky
(214) 312-2799
Athletic shoes

Senior Buyer
Suzanne O'Brien
(214) 312-2798
Ladies dress, casual and active lifestyle shoes, ladies better branded shoes

Buyer
Carolyn Taitano
(214) 312-2980
Men's dress, cAcual an$ actiifestyle shoes

Buyer
Deborah Glaves
(214) 312-6114
Children's dress and casual slippers, cold weather footwear, shower shoes

Jewelry, Watches & Leathergoods

Merchandise Manager
Karen Forsyth
(214) 312-3624

Senior Buyer
Jimmie Anderson
(214) 312-2198
Ladies fashion watches

Buye U,Barbara Mandel
Barbara Mandel
(214) 312-3714
Fine jewelry without diamonds or gemstones; 14K gold chain bridge.

Buyer
Mark Roessler
(214) 312-3618
Watches, watchbands, watch batteries

Buyer
James Mahoney
(404) 363-5163
Fine jewelry with diamonds

Buyer
Tracy Turner
(404) 363-5163
Bridal, anniversary rings, jackets and wraps, pins, enhancers, hair jewelry, men's jewelry

Buyer
Laura Stewart
(404) 363-5163
Cocktail, diamond, genuine stone rings, bracelets, earrings, neckwear, children's jewelry

Consumables Division (SD-C)

Merchandise Manager
Joe DeRossi
(214) 312-2225

Beverage

Merchandise Manager
Jack Leavitt
(214) 312-3719

Senior Buyer
Ed Sparling
(214) 312-6581
Distilled spirits

Buyer
James Doutre
(214) 312-6582
Wine and wine coolers

Buyer
Steve Lushbaugh
(214) 312-6583
Mixers

Buyer
Eddie Trevino
(214) 312-3394
Beer, draft beer

KEEP THE SPIRIT BURNING.

The spirit that burns within our U.S. Armed Forces athletes is vital to their success. Without that spirit, our athletes would have to fight harder for any chance of achieving excellence. Keeping that spirit burning bright is the sole purpose of the United States Military Sports Association.

Because of the USMSA, our athletes have a chance to compete in sports programs as teams or individuals. They can obtain specialized equipment and attend unique clinics. Registration fees, travel expenses, food and lodging are no longer barriers to our athletes' success.

Your support and commitment to the USMSA is needed to allow our sports programs to grow. Helping fund the USMSA will continue financial grants, athletic events, competitions and clinics for military teams as well as individual athletes. It is the athletes who represent all branches of military service that brings honor to the United States of America.

For more information on Corporate Memberships, Individual Memberships, Athletic Grants, or to make a tax-deductible donation, please contact:

United States Military Sports Association
909 N. Washington St., Suite 308
Alexandria, VA 22314 ◆ (703) 836-1288

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U.S. MILITARY SPORTS ASSOCIATION
ATHLETIC

Buyer
Donald Bleeker
(214) 312-3710
Soft drinks, fountain syrup

Cosmetics/Fragrances

Merchandise Manager
Ron Olsen
(214) 312-3421

Senior Buyer
Ron Alleva
(214) 312-6313

Senior Buyer
Anna Ransom
(214) 312-3247
Prestige Cosmetics

Buyer
Yvette Sanderson
(214) 312-3230
Cosmetics, creams and lotions, acne, hair remover, childrens toiletries, nail implements, artificial nails, cosmetic accessories, mirrors

Buyer
Cheryl Sandoval
(214) 312-3246
Fragrances, home fragrances, soap and bath

Buyer
Louis Lee
(214) 312-2756
AAFES brands and national brands sanitary, diapers, paper, incontinents, gloves

Buyer
Lori Butler
(214) 312-3248

Grocery/Candy/Snacks/Tobacco/Food Branch

Merchandise Manager
Frank E. Grippy
(214) 312-2569

Senior Buyer
Richard Davis
(214) 312-3226

Senior Buyer
Kathy Wulff
(214) 312-3215

Buyer
Dave Destefani
(214) 312-3216
Pet foods, pop corn, coffee, tea, cocoa, puddings, baby food, baking

Buyer
Linda Thompson-Talley
(214) 312-3227
Ice cream, dairy (worldwide) D/D

Buyer
Bill Russell
(214) 312-2864
Frozen food (worldwide) D/D

Stationery

Senior Buyer
Donna Davis
(214) 312-3011
Typewriters, copiers, calculators, learning aids

Buyer
Liz Burkepile
(214) 312-3239
Publications, greeting cards, seasonal

Hardlines Division (SD-H)

Chief
James M. Davis
(214) 312-2306

Buyer
Anthony Williams
(214) 312-3648
Tent sales

Audio & Photo Branch

Merchandise Manager
Jerry Bolduc
(214) 312-2112
Home Entertainment

Senior Buyer
Bob Muncie
(214) 312-2598
TV, VCR, computers, components

Buyer
Dan Lemon
(214) 312-3975
Audio components, speakers, music systems

Buyer
Mu Yi
(214) 312-3980
Televisions, camcorders, laser discs, VCRs

Buyer
Arthur Carroll
(214) 312-2319
Computers

Photo, Pre-Recorded Music & Video Section

Merchandise Manager
Thomas Froom
(214) 312-3623
Photo, audio, video accessories, car stereos, telephones, pre-recorded music and videos

Buyer
Bill Eddings
(214) 312-3978
Musical instruments, audio and video accessories, blank tapes

Buyer
William Nilsson
(214) 312-2330
Cameras, photo equipment

Buyer
Randy Rostad
(214) 312-3976
Pre-recorded video tapes

Buyer
Beverly Bellew
(214) 312-2806
Pre-recorded music, Top Ten and best sellers

Automotive Parts & Accessories Section

Merchandise Manager
Sandy Bonander
(214) 312-2741
Automotive

Buyer
Jim Blake
(214) 312-3316
Tires, batteries

Buyer
Ray Howard
(214) 312-6372
Auto hard parts

Buyer
Don Ruff
(214) 312-3022
Auto chemicals, accessories

Automotive, Hardware, Outdoor & Recreation Branch

Merchandise Manager
Terry Wagner
(214) 312-3315
Toys, luggage, sports, outdoor living, auto, hardware

Outdoor Living & Sporting Goods Section

Senior Buyer
Sonny James
(214) 312-2133
Sporting goods, outdoor living

Buyer
Kevin Cantrell
(214) 312-3256
Outdoor living

Toys & Luggage Section

Senior Buyer
Gloria Dixon
(214) 312-2996

Buyer
Tom Cobb
(214) 312-2997
Toys

Buyer
Dennis McConduit
(214) 312-3273
Bikes, hobbies, luggage, sport bags

Hardware, Cleaning & Pet Supplies Section

Merchandise Manager
Pete Clendenon
(214) 312-2135
Tools, hardware

Buyer
Hans Holzhammer
(214) 312-2800
Hardware, paint

Buyer
Linda Whitacre
(214) 312-3261
Cleaning Supplies

Furniture, Sewing, Linen & Domestics Section

Merchandise Manager
James Howard
(214) 312-3267
Furniture, linens, domestics

Buyer
Melvin Asuncion
(214) 312-3524
Furniture

Buyer
Tom Wilmoth
(214) 312-3517
Bed linens, decorator shops

Home Furnishings Branch

Merchandise Manager
Gary Tunnel
(214) 312-2112

Appliances/Housewares Section

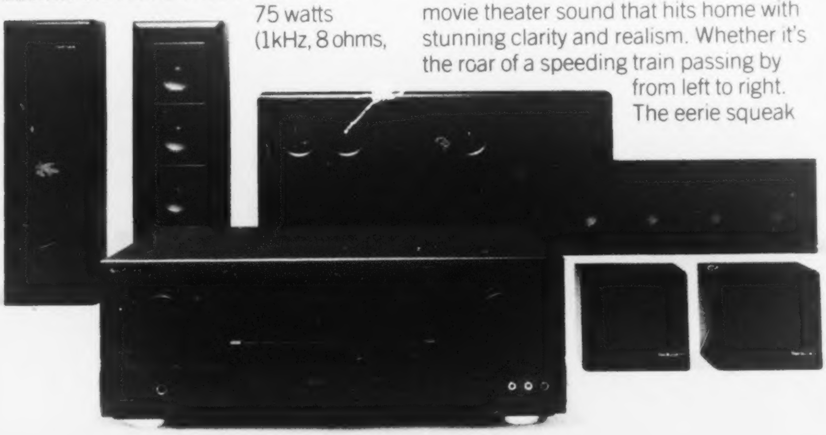
Senior Buyer
Vic Combs

MOVIE THEATER SOUND HITS HOME.

If you own a TV, you already own half of a Home Theater.

Technics introduces the other half. The SA-GX550 AV stereo receiver.

When you watch a movie,* simply activate the Home Theater mode and 75 watts (1kHz, 8 ohms, 0.8% THD) of power per channel can be sent to each of three front speakers. Left, center and right. 30 watts (1kHz, 8 ohms, 0.8% THD) of power go to the two rear speakers.



You've now surrounded yourself with movie theater sound that hits home with stunning clarity and realism. Whether it's the roar of a speeding train passing by from left to right. The eerie squeak of a staircase somewhere behind you. A bloodcurdling cry for help in front of you. The unearthly shriek of a space alien on your left. Or a bullet whizzing by on your right.

It's an absolutely incredible movie experience without leaving your chair.

Even more incredible is how easy it is to set up. And you won't have to knock down walls or add an extension to the house to enjoy Home Theater.

What's more, the Home Theater mode is found in all of our Dolby Pro-Logic** Surround Sound AV receivers for '93.

So if you want to hear movie theater sound without going to the movies, Technics Home Theater is your ticket.

Technics®
The science of sound

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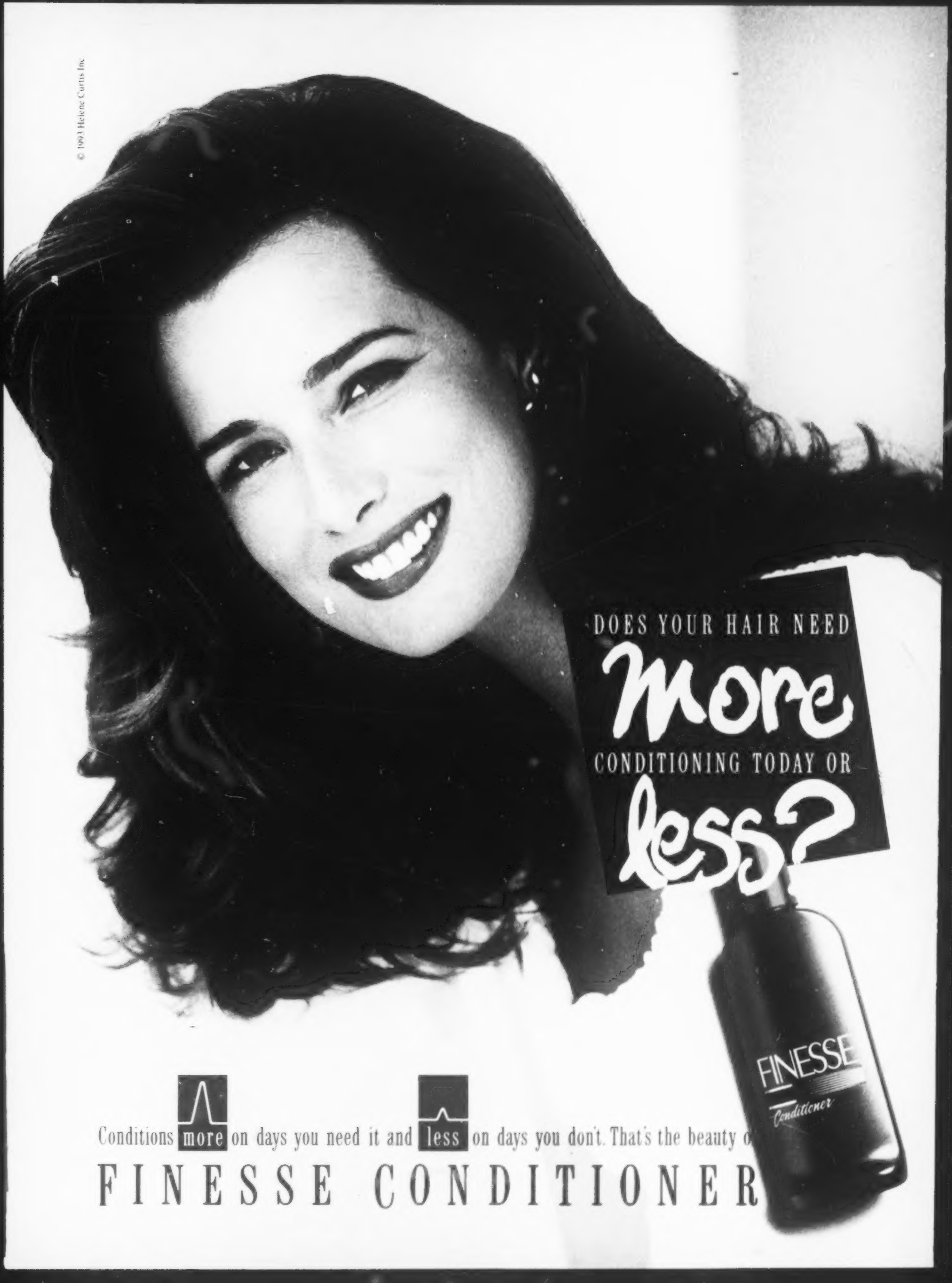
DOES YOUR HAIR NEED
More
CONDITIONING TODAY OR
less?
FINESSE
Conditioner
Conditions more on days you need it and less on days you don't. That's the beauty o
FINESSE CONDITIONER

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(214) 312-3793
Appliances, housewares

Buyer
Gloria Dixon
(214) 312-6306
Small electrics

Housewares, Appliances & Giftware Section

Senior Buyer
Betty Gilbert
(214) 312-2646
Giftware, tabletop, sewing, crafts

Buyer
Heidi Sager
(214) 312-3268
Giftware

Buyer
Rosa Brown
(214) 312-3970
Tabletop

AAFES Pacific Division (SD-P)

Chief
Rex Keely, Sr.
(214) 312-3785
Oversight of all PD-P Pacific procurement

Strategic Business Groups

Main Stores

Senior Vice President
James K. Winters
(214) 312-3906

Specialty Stores

Vice President
Marilyn Iverson
(214) 312-2847

Military Clothing & Accessories

David Johnson
(214) 312-2989

Buying Support Division

Merchandise Manager
Carol Williams
(214) 312-3208
All MCSS items

Buyer
Pam Baur
(214) 312-3205
Air Force

Buyer
Marta Boggio
(214) 312-2993
Army

Buyer
Terry Moore
(214) 312-3202
Accessories

Buyer
George McGahee
(214) 312-2381
Footwear

Buyer
Frank Miller
(214) 312-2083
Insignia, accoutrements for USA, USAF, Navy, USMC

Business Management Division

Chief
Maj Martha Will, USAF
(214) 2995-2995

Planning Support Division

Chief
LTC David Geringer, USA
(214) 312-2082

Services

Vice President
Charles Poffenbarger
(214) 312-2259

Store Operations Directorate

Executive Vice President
Dorothy Witt
(214) 312-2952

Atlantic Coastal Region

Vice President
Robert Winston
(214) 277-7200

Assistant Vice President
Charles Kirgis
(214) 277-7201

Central Plains Region

Vice President
V. Stephen Fair
(214) 277-1960

Assistant Vice President
Norman Sercy
(214) 277-1952

Desert Mountain Region

Vice President
C. M. Rohrer
(214) 277-1900

Assistant Vice President
James Moon
(214) 277-1905

Mid South Region

Vice President
Barry Gordon
(214) 277-1965

Assistant Vice President
Eugene Wheeler
(214) 277-1965

North Eastern Region

Vice President
E. L. Von Trotha
(214) 277-1932

Pacific Coastal Region

Vice President
Luis Merced
(214) 277-7400

Assistant Vice President
Barbara Martinez
(214) 277-7401

Pacific Northwest Region

Vice President
Phillip Pelfrey
(214) 277-1916

Red River Region

Vice President
Frank DiMartino
(214) 277-7100

Assistant Vice President
Jeffrey Ibsen
(214) 277-7121

South Atlantic Region

Vice President
Jack Callaway
(214) 277-7300

AAFES-Europe Region

Mailing Address:
HQ AAFES-Europe
Unit 24580
APO AE 09245
Location:
Pinder Barracks
Schwabacherstr. 20
8502 Zirndorf
011-49-911-6008+ext

Commander
BG Harold E. Burch, USA
769

Senior Vice President, EEOO
Bob G. Maddin
770

Chief, Near Eastern Operations
John Tokar
90-51-257619

Chief, Northern Operations
Donald Miller
209

Chief, Southern Operations
Edmond Fitzgerald
108

Chief of Staff
LtCol Ty Lagerberg, USAF
771

General Counsel
LTC Richard Totten, USA
250

Public Affairs Chief
LTC Lemul Cato, USA
112

Staff Veterinarian
LTC Thomas Tecec, USA
475

PACRIM Region

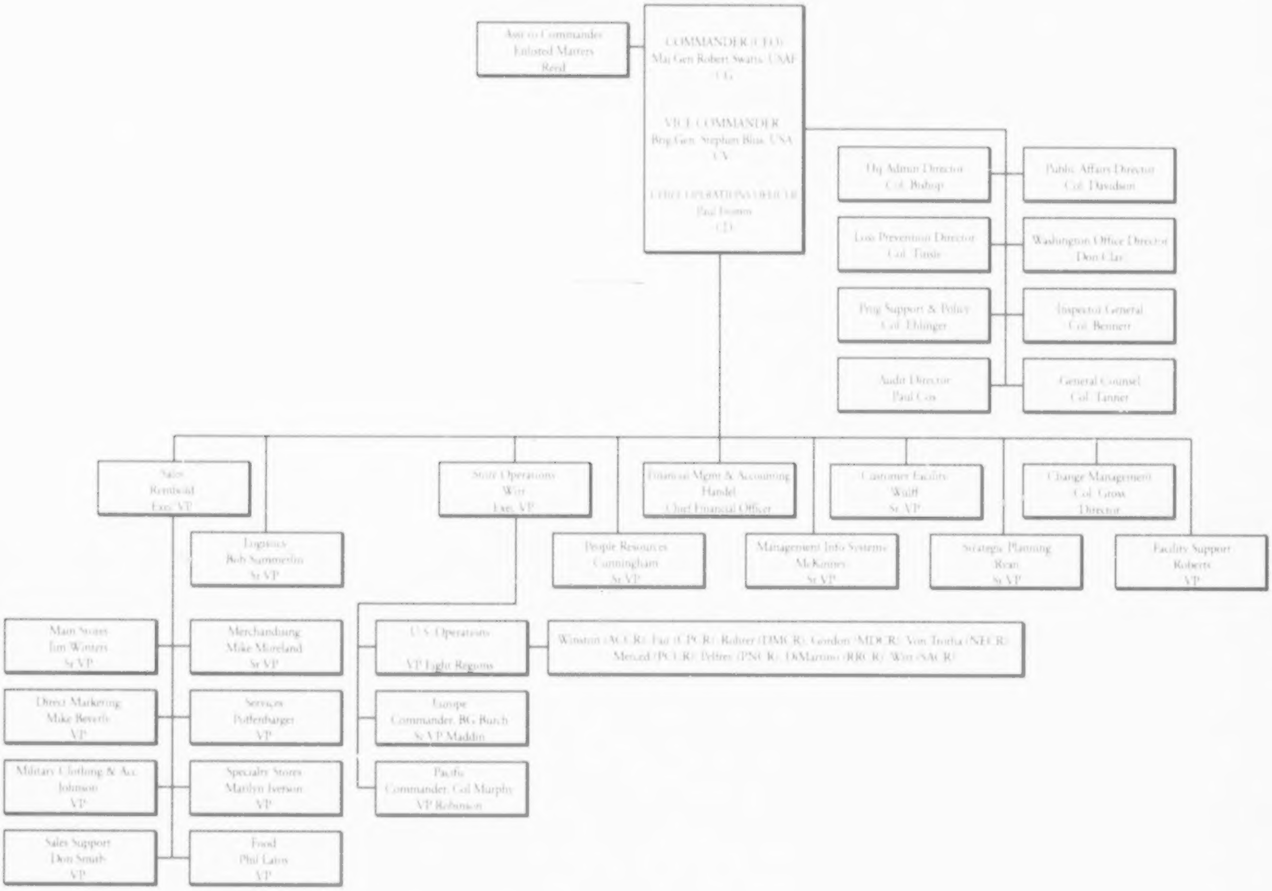
Phone: 011-81-611- 745 plus Ext.

Commander
Col John E. Murphy, USAF
745-7704

Vice President
Jerry Robinson
745-7716

Chief Of Staff
LTC Hank Bryan, USA
745-7704

AAFES Organization


Asst to Commander
Enlisted Matters
Reed
COMMANDER (CEO)
Maj Gen Robert Swartz, USAF
CG
VICE COMMANDER
Brig Gen. Stephen Bliss, USA
CV
CHIEF OPERATIONS OFFICER
Paul Ivonen
COO
Hq Admin Director
Col. Bishop
Public Affairs Director
Col. Davidson
Loss Prevention Director
Col. Tinsle
Washington Office Director
Don Clay
Prog Support & Policy
Col. Ehlinger
Inspector General
Col. Bennett
Audit Director
Paul Cox
General Counsel
Col. Tanner
Sales
Reinbold
Exec VP
Logistics
Bob Summerlin
Sr VP
Store Operations
Witt
Exec VP
People Resources
Cunningham
Sr VP
Financial Mgmt & Accounting
Handel
Chief Financial Officer
Management Info Systems
McKinney
Sr VP
Customer Facility
Wulff
Sr VP
Strategic Planning
Ryan
Sr VP
Change Management
Col. Grow
Director
Facility Support
Roberts
VP
Main Stores
Jim Winters
Sr VP
Merchandising
Mike Moreland
Sr VP
Direct Marketing
Mike Beverly
VP
Services
Poffenbarger
VP
Military Clothing & Acc.
Johnson
VP
Specialty Stores
Marilyn Iverson
VP
Sales Support
Don Smith
VP
Food
Phil Latos
VP
U.S. Operations
VP Eight Regions
Winston (ACCR); Farr (CPCR); Rohrer (DMCR); Gordon (MDCR); Von Trotha (NECR)
Menzel (PCLR); Peltier (PNCR); DiMarino (RRCR); Witt (SACR)
Europe
Commander, BG Burch
Sr VP Maddin
Pacific
Commander, Col Murphy
VP Robinson

ARMY & AIR FORCE TOTALS

Market	FY92 Food	FY92 Retail	FY92 Service	FY92 Vending	FY92 Total	FY91 Sales	% Change 92 vs. 91
CONUS Totals	245,773,624	3,626,819,917	11,774,807	66,147,282	3,950,515,630	3,772,962,861	4.71
Overseas Totals	266,023,368	1,925,617,745	25,026,921	36,755,391	2,253,423,425	2,296,490,663	-1.88
Worldwide Totals	**511,796,992**	**5,552,437,662**	**36,801,728**	**102,902,673**	**6,203,939,055**	**6,069,453,524**	**2.22**

AAFES WORLDWIDE SUMMARY

Dept. #	CONUS Total Amount	% of Total	Overseas Total Amount	% of Total	Mail Order Total Amount	% of Total	Worldwide Total Amount	% of Total
1	94,436	2.6	48,115	2.2	180	0.4	142,731	2.4
2	351,614	9.6	124,102	5.7	0	0.0	475,716	8.1
3	15,456	0.4	5,083	0.2	0	0.0	20,539	0.4
4	13,663	0.4	24,816	1.1	0	0.0	38,479	0.7
10	126,829	3.5	32,800	1.5	0	0.0	159,636	2.7
19	136,965	3.7	37,485	1.7	0	0.0	174,451	3.0
20	169,823	4.6	130,592	6.1	78	0.2	300,516	5.1
22	57,624	1.6	20,669	1.0	0	0.0	78,293	1.3
23	161,186	4.4	54,175	2.5	0	0.0	215,360	3.7
25	138,385	3.8	41,262	1.9	0	0.0	179,647	3.1
29	50,049	1.4	54,446	2.5	0	0.0	104,493	1.8
30	166,670	4.6	82,152	3.8	774	1.8	249,615	4.3
34	143,467	3.9	56,054	2.6	7	0.0	199,529	3.4
40	63,492	1.7	23,541	1.1	0	0.0	87,045	1.5
50	27,932	0.8	15,367	0.7	4,807	11.4	48,105	0.8
51	33,117	0.9	16,565	0.8	93	0.2	49,776	0.8
56	47,173	1.3	39,059	1.8	56	0.1	86,287	1.5
60	172,111	4.7	67,761	3.1	1,085	2.6	240,956	4.1
70	78,493	2.1	53,814	2.5	420	1.0	132,727	2.3
71	115,755	3.2	68,917	3.2	163	0.4	184,835	3.2
72	112,998	3.1	74,694	3.5	620	1.5	188,312	3.2
73	68,629	1.9	28,098	1.3	389	0.9	97,119	1.7
74	31,158	0.9	17,210	0.8	1	0.0	48,369	0.8
75	32,650	0.9	18,001	0.8	7	0.0	50,658	0.9
76	44,155	1.2	23,252	1.1	100	0.2	67,507	1.2
77	120,057	3.3	63,479	2.9	2,457	5.8	185,993	3.2
78	48,736	1.3	33,473	1.6	344	0.8	82,553	1.4
79	2,904	0.1	10,959	0.5	575	1.4	14,438	0.2
80	11,399	0.3	6,826	0.3	589	1.4	18,814	0.3
81	36,267	1.0	21,744	1.0	691	1.6	58,702	1.0
82	35,397	1.0	46,041	2.1	4,165	10.0	85,632	1.5
83	40,650	1.1	19,436	0.9	83	0.2	60,169	1.0
85	95,926	2.6	49,938	2.3	2,391	5.7	148,255	2.5
86	46,669	1.3	65,221	3.0	1,167	2.8	113,057	1.9
87	81,611	2.2	32,459	1.5	211	0.5	114,285	1.9
88	21,548	0.6	11,737	0.5	324	0.8	33,609	0.6
89	93,250	2.5	17,129	0.8	35	0.1	110,413	1.9
91	61,373	1.7	37,730	1.7	1,718	4.1	100,821	1.7
92	11,568	0.3	4,026	0.2	0	0.0	15,595	0.3
93	42,372	1.2	24,719	1.1	1,867	4.4	68,958	1.2
95	70,962	1.9	69,747	3.2	498	1.2	141,206	2.4
96	60,395	1.6	51,275	2.4	13	0.0	111,683	1.9
97	249,379	6.8	330,935	15.3	15,965	38.0	596,279	10.2
98	77,013	2.1	103,524	4.8	125	0.3	180,662	3.1
Total	**3,661,306**	**100.1**	**2,158,428**	**99.6**	**41,998**	**99.8**	**5,861,825**	**100.2**

Navy Exchange Service Command (NEXCOM)

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Phone: (804) 463-6200
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SC, USN

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LCDR Craig Nostrant, SC, USN

Navy Exchange Program Office
Washington, DC

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CAPT Roger Blood, SC, USN

Deputy Director
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Jacqueline Ross
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Buying Procedures

The method of doing business with Navy Exchanges depends on the type of merchandise or service being offered for resale by the exchange. Most Navy Exchange procurement is done by the regional Navy Exchange Service Centers (NEXCEN). Selected hardline, consumable, and softline categories are purchased through the Navy Exchange Service Command (NEXCOM) located in Virginia Beach, Virginia. In addition, exchanges and NEXCENs receive merchandising and procurement inormation about softlines and other selected hardlines and consumables from NEXCOM headquarters in Virgina Beach.

Categories of merchandise and price limitations on goods sold by Navy Exchanges in the continental United States are established by the House Armed Services Committee of Congress. The basic rules and regulations are published in the Armed Services Exchange Regulations issued by the Department of Defense. These limitations do not apply to overseas exchanges.

At The Regional Level

Navy Exchanges in the United States have been grouped together into regions and are supported by NEXCENs. The NEXCENs do the buying for exchanges under their support umbrella, based on requirements received from each exchange. Procurement support has also been extended by designated NEXCENs to a number of overseas exchanges as well.

In addition to consolidating the merchandise requirements of the exchanges in the group and issuing purchase orders to suppliers, NEXCENs issue regional contracts for retail and services items, expense items and support services that lend themselves to acquisition via regional contract. Negotiations and solicitations are conducted by the regional acquisitions manager or staff with those firms capable of filling the need.

Any vendor or supplier may contact the NEXCEN for information about how their product or service can be submitted for consideration by the merchandising or contracting office.

The Navy Exchange Service Command

Buyers for soft goods, apparel, selected hardlines, and consumables continue to operate as part of the General Merchandise Group at NEXCOM in Virginia Beach, Virginia.

Apparel and softlines branch buyers can either make purchases through a consolidated purchase order system or obtain detailed information about product, negotiate terms and conditions and disseminate the information to activities in the field for local or regional buying. Consolidated purchasing occurs when buyers from headquarters and from field activities review product lines together and make determinations as to what each region and exchange requirements will be. Headquarters buyers generally represent the overseas activities at these market reviews. The requirements are rolled up into consolidated purchase orders to various suppliers for seasonal or fashion apparel. Information about basic merchandise in the soft goods area is generally provided by headquarters buyers through Price Agreement Bulletins or Merchandise Voxes (lists).

Headquarters buyers in Decentralized Hardlines and Consumables provide information to field activities as a result of negotiations with vendors and suppliers concerning products, prices, discounts, shipping terms and other pertinent information. These buyers use Price Agreement Bulletins and Voxes to communicate to regional and local buyers.

Product categories currently purchased decentralized are: watches, fragrances, jewelry, sporting goods, giftware, furniture, stationery, books, magazines, domestics, fabrics, hardware, garden and lawn supplies, pet supplies, candy, tobacco, foods, soda, beer, wine, and distilled spirits.

Price Agreement Bulletins provide complete detailed information about products that are considered staple items and are available on a year-round basis. Voxes are listings of seasonal merchandise and are also used to highlight special promotions of products. Field support offices, or independent NEOs are authorized to place orders directly with the manufacturers for products listed on NEXCOM bulletins.

Systemwide contracts are generally negotiated on a competitive basis among manufacturers and suppliers of products commonly used by all Navy exchanges. Award is made to the low, responsible, responsive offeror whose product or service conforms to all requirements of the solicitation.

It is not necessary that a manufacturer or supplier be listed on a NEXCOM bulletin or hold a contract in order to sell to Navy exchanges.

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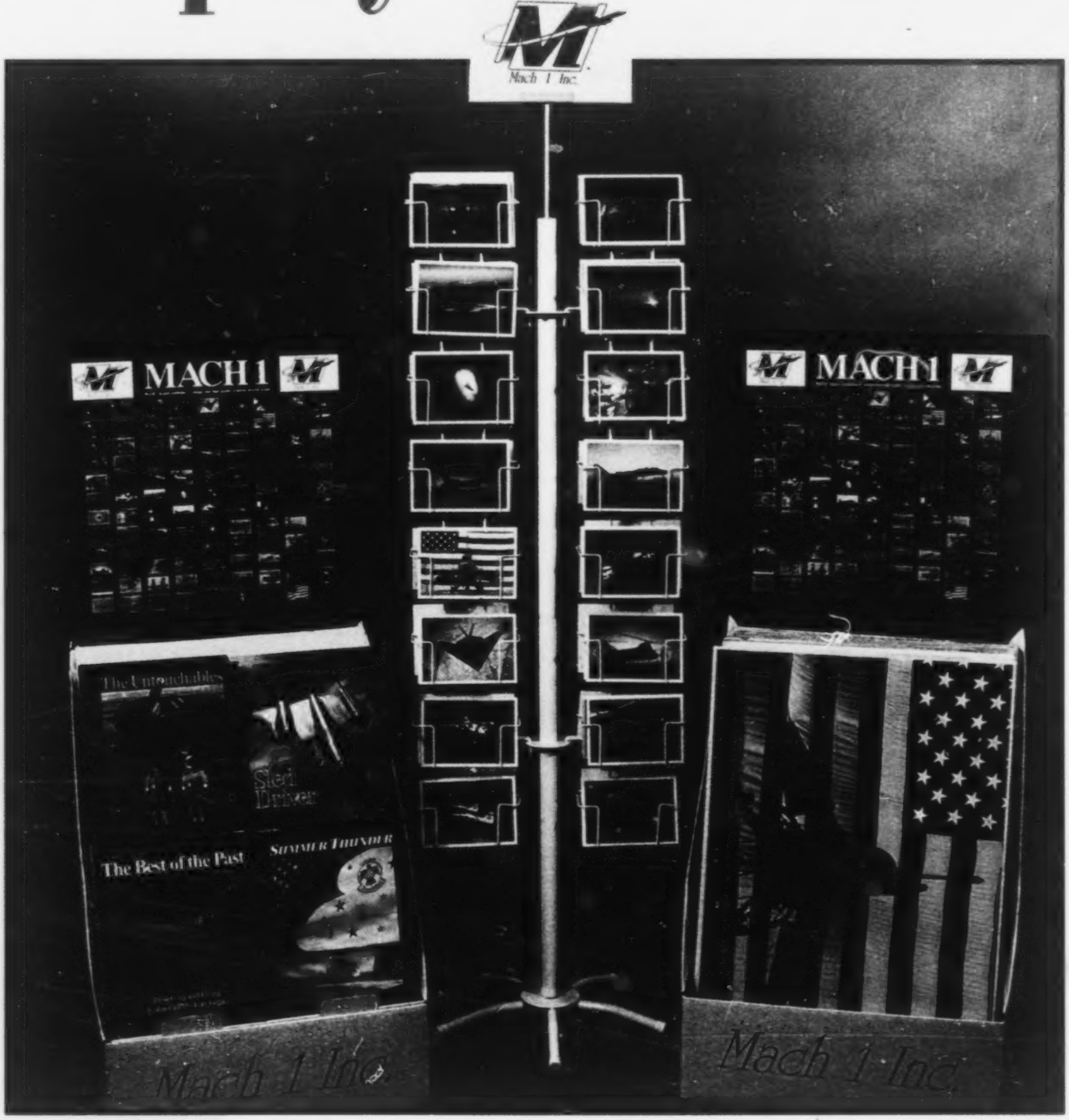
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Centralized Buying

The Navy Exchange Service Command has established Centralized Buying in Virginia Beach to purchase a number of hardlines categories for all Navy Exchanges. Categories being purchased include: major appliances, cameras and accessories, housewares, consumer electronics, traffic appliances, home office products, luggage, greeting cards, toys, automotive products and supplies, health and beauty aids, household supplies, film and accessories, records and tapes. Buyers are authorized to place orders for merchandise with primary sources or through authorized representatives for primary sources. Selected hardline and consumable departments are bought centrally in the Virginia Beach office. Buyers for these and all departments are in place at the Virginia Beach Headquarters.

How Selections Are Made

Price Agreement Bulletins and VOX listings are limited primarily to manufacturers exercising full control over the product and its distribution and who stipulate that the prices quoted, including consideration of any discount rebate arrangements and other terms and conditions, do not exceed prices charged the offeror's most favored customer for like items in similar quantities under comparable conditions pursuant to agreements made to other customers during the same time frame.

Manufacturers desiring to be listed on a bulletin or VOX should submit information to NEXCOM by mail or contact the appropriate buyer in the General Merchandising Group.

Items identified for systemwide contracts are solicited by a Request for Proposal normally on a competitive basis subject to negotiation, in accordance with prescribed procedures. Awards are then issued to the successful offeror if approved by a Contract Review Board consisting of senior members of the NEXCOM staff.

Manufacturers desiring to be placed on a vendor mailing list should submit a description of the product or service being offered and request to be placed on the appropriate bidder's list by writing to the Contracts Division at NEXCOM.

Merchandise selected for bulletin listing or systemwide contract includes:

a) Items known to be best sellers, as evidenced by Navy exchange reorders, industry or trade survey reports and sales data submitted by the manufacturer.

b) Quality merchandise that bears a brand name and on which the brand itself can be reasonably expected to influence preferential consumer acceptance over a lesser known brand of similar merchandise.

c) Products on which brand or manufacturer's name is of little or no significance to the consumer and may or may not appear on the pertinent merchandise. In these instances, comparisons are made with similar products of other available sources. The principal factor influencing selection is the determination of best overall value.

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Equipment & Supplies Used by Exchanges

All Navy exchange equipment is purchased by NEXCOM. Equipment may be generally characterized as any item or fixture required for exchange operations having a unit cost of $1,000 or more.

Navy exchanges are not authorized to make local purchases for equipment, except for emergency requirements, with NEXCOM approval.

Purchasing of equipment is normally effected through contracts with prime manufacturing sources, or their representatives, based on the lowest cost quoted in accordance with standard specifications and specific operational and delivery requirements.

Operating supplies are normally purchased at the NEXCEN level. However, items which are in recurring demand, such as printed forms, retail store sign holders, paper bags, price tickets, etc., are purchased under contract through competitive negotiations with prime sources by NEXCOM or NEXCEN.

Concessionaire and Service Contracts

Navy exchanges offer a number of services that are suitable for local/regional contracting such as income tax preparation service, vending machine operations, auto rental, photo processing, laundry/dry cleaning, fast food outlets, and barber or beauty shop operations. Information concerning these types of contracts may be obtained from the Navy Exchange Service Centers or upon inquiry to NEXCOM's Contracts Division.

Buying Procedures MSC Exchanges

In dealing with Military Sealift Command (MSC) exchanges, the same procedure is followed as that for Navy Exchange Activities.

Merchandise buying is accomplished through two MSC acquisitions centers using bulletins/contracts prepared for Navy exchanges by NEXCOM. Exchanges aboard MSC ships offer a very limited selection of basic necessities and snack items to meet crew requirements.

Address mail to the MSC exchange officer at these locations:

MSC Atlantic Area
Military Ocean Terminal
Building 42 (Code 4S3), Rm 4.131
Bayonne, NJ 07002
(201) 823-7615

MSC Pacific Area
Naval Supply Center
Building 310-1E (Code N43)
Oakland, CA 94625
(501) 302-6212

Buying Procedures for Ships Stores Afloat

Navy personnel serving aboard ship purchase basic items, gifts and other merchandise from retail stores operated on the ship itself. Many items sold by Navy exchanges will be found in a ship's retail store in limited quantities and selections, as determined by the size of the store and number of crew members assigned to the ship.

At Ships Store Level

The Ship's Supply Officer or an appointed Ships Store Officer supervises and initiates the purchasing for the ships store based on the crew's demand and inventory limitations. Authorized items and cost limitations are within the listings of authorized items for sale in Navy exchanges as defined in the Armed Services Exchange Regulations.

Popular basic items of ships store stock are included in contract bulletins; popular luxury and semi-luxury items are listed in the Ships Stores Afloat Catalog, published by NEXCOM.

Contract Bulletins

Solicitations are issued and awards are made for fixed price, indefinite quantity contracts for popular, basic items of authorized stock by the Navy Exchange Service Command. Awards are consolidated into contract bulletins that are sent to all ships stores. When a ship is in an area where contracts are in effect, the ship may place orders directly with suppliers for items under contract.

Ships Stores Afloat Catalog

The Ships Stores Afloat Catalog contains descriptions, ordering information, sources, prices, etc., for popular luxury and semi-luxury items of ships stores stock. NEXCOM buyers and contract specialists negotiate with manufacturers for catalog listings in the same manner as for Navy exchange bulletins and contracts. Purchase orders for items listed in the Ships Stores Afloat Catalog will be issued directly to the vendors or suppliers.

Non-Listed Items

Items not listed in Contract Bulletins or the Ships Stores Afloat Catalog may be offered for sale to ships stores. Prior to offering the item, it must be presented to the Ships Stores Program at NEXCOM for review and determination of quality and value.

New items are normally approved when the item is a nationally known brand name product of proven popularity, or in the case of lesser known items, after samples are examined by NEXCOM for quality and value assurance. Suppliers are required to submit a letter from the manufacturer stating that the supplier is the appointed representative for the product submitted. The manufacturer's published price list, minimum order requirements, terms and delivery schedules should also be submitted with the item to NEXCOM, ATTN: Ships Stores Program.

If the quality or value analysis determines the product to be acceptable, it is approved for sale to ships stores for a nine-month period. During this time, ships desiring to purchase the product will submit a purchase order to the nearest NEXCOM fleet assistance representative, who will process the order. Fleet assistance reps are located in major port areas. The supplier will be required to meet the quantities and delivery date specified in the purchase order. There are currently two procedures for paying dealer's bills for merchandise ordered by Ships Stores Afloat. One method is using the "Fast Pay" procedure. When using "Fast Pay," dealers submit their invoices directly to the paying activity with the original purchase order and with the proof of shipment and delivery documents. The other procedure is for the dealer to submit an original and three copies of the invoice to the ordering ships, where it would be certified as to receipt and acceptance of the material and forwarded to a Navy paying activity for payment of the bill.

At the conclusion of the nine-month period, suppliers will be asked to submit copies of processed ships purchase orders for the items to NEXCOM. A determination will be made on whether to continue the supplier's authority to sell to ships stores based on the volume of business and the crews' acceptance of the product.

The item may be considered for addition to the Contract Bulletin or the Ships Stores Afloat Catalog if there is sufficient evidence of bona fide recurring demand in various geographical areas. Reorders, not one-time purchases, are considered recurring demand.

Business Code of Ethics

The Navy Exchange System purchases products and services on the basis of product merit and fair competition.

OUR STRIPES ARE SHOWING.

When you've been involved with the military as long as we have, you can't help but show off your stripes a little. Our name is Overseas Service Corporation. Our business is marketing products within the military resale system. And you might even say we're a “lifer”, since we've been at it for more than 30 years now. It's the only business we deal in, and over the years we've built a pretty impressive list of clients. Major blue-chip manufacturers who have put their trust in us to market their products to the men and women of the military around the world.

OSCO

THE COMMISSARY AND EXCHANGE PEOPLE

Home Office: 1100 Northpoint Parkway • West Palm Beach, Florida 33407
Telephone (407) 683-4090 • FAX (407) 683-4031

The Navy Exchange System business code of ethics is also policy for all employees of the system. Organizations that enjoy a business relationship with Navy exchanges, ships stores, regional offices, or headquarters are expected to abide by the code of ethics of the Navy Exchange System.

Standards of conduct for personnel of the Navy prohibit all personnel, military or civilian, from accepting, soliciting or agreeing to accept, directly or indirectly, any gift or gratuity from any person or organization doing business or desiring to do business with the Navy Exchange System. Policy further directs Navy personnel to avoid even the appearance that business is being conducted at other than "arms length" with a supplier.

Anyone who believes or has knowledge that the business code of ethics is not being followed or that fraud, waste or abuse is taking place at any activity of the Navy Exchange System may report their concerns on a special fraud, waste and abuse hot line (800-221-6330). This toll free line is available 24 hours a day and any reports will be promptly investigated. Confidentiality is assured.

Contacting NEXCOM

The Navy Exchange Service Command maintains an open door policy in meeting with all potential and actual vendors and suppliers. Sales personnel are invited to call NEXCOM, the Centralized Buying Office in Virginia Beach, and NEXCENs to make appointments to see appropriate buyers or managers.

Small Business Office

The Navy Exchange Service Command maintains a Small and Disadvantaged Business Utilization Office that provides information and guidance to small and minority businesses about how to go about doing business with the Navy Exchange System. The NEXCOM small business specialist can be contacted at (804) 631-3580.

General Merchandising Group

Chief Merchandising Officer
Elliot Zucker
(804) 631-3800

Deputy Director
Joseph Williams
(804) 631-3801
FAX: (804) 631-3888
Includes Softlines Branch, Centralized Buying Branch, Decentralized Buying/Private Label Branch, and the Advertising Branch.

Softlines Branch

General Merchandise Manager
Ashley L. Cytron
(804) 631-3864

Divisional Merchandise Manager
JoAnn Gattis
(804) 631-3816

Buyers
Jay Linsen
(804) 631-3814
Juniors

Mary Zaia
(804) 631-3811
Missy Sportswear

Paula DiClerico
(804) 631-3808
Active, denim, outerwear, dresses, swimwear

Kay Beamer
(804) 631-3819
Special sizes, maternity

Divisional Merchandise Manager
John Reeves
(804) 631-3804

Buyers
Vacant
(804) 631-3823
Young men's

Tom Smith
(804) 631-3820
Mens sportswear

Loretta Atkinson
(804) 631-3829
Mens clothing, tailored separates, furnishings

Cheryl Mulrean
(804) 631-3838
Infants, toddlers, juvenile products

Vacant
(804) 631-3841
Boys, girls

Divisional Merchandise Manager
Ron Johansen
(804) 631-3806

Buyers
Dawn Heany
(804) 631-3827
Mens and children's shoes

Alan Lieberman
(804) 631-3825
Athletic, women's shoes

Melinda Katz
(804) 631-3867
Intimate apparel

Vacant
(804) 631-3865
Fashion accessories

Hardlines and Consumables

General Merchandise Manager
Paul Karp
(804) 631-3865
FAX: (804) 631-3888

Divisional Merchandise Manager
Vacant

Senior Buyer
Glenn Hoffman
(804) 631-3873
P/L Hardlines/Consumables

Buyers
Bev Carrey
(804) 631-3861
Beer, soda, wine, distilled spirits

Anne Ozegovich
(804) 631-3857
Candy, tobacco, food items

Al Bobadillo
(804) 631-3855
Sporting goods

Mary Hoskins
(804) 631-3848
Hardware, pet supplies, garden supplies

Divisional Merchandise Manager
Carole D'Onofrio
(804) 631-3871

Buyers
Pat Anderson
(804) 440-2298
Domestics, fabrics

Gloria Reid
(804) 631-3832
Jewelry

Eileen Greenawalt
(804) 631-3852
Books, magazines, greeting cards

Sarah Mikus
(804) 631-3844
Cosmetics, watches

Central Buying Hardlines & Consumables

General Merchandise Manager
Robert McGinty
(804) 631-3935
FAX: (804) 631-3988

Divisional Merchandise Manager
Pat Igoe
(804) 631-3937

Buyers
Mark Winge
(804) 631-3945
Consumer electronics
Tim Maloney
(804) 631-3925
Cameras, film, tapes
Jeff Blevins
(804) 631-3954
Home, office

Divisional Merchandise Manager
Robert McRoberts
(804) 631-3939

Buyers
Ellen Wistock
(804) 631-3957
Luggage and cards
Debbie Scher
(804) 631-3979
HBA, household supplies
Jerry Deutsch
(804) 631-3966
Auto accessories

Divisional Merchandise Manager
Mike Lynch
(804) 631-3941

Buyers
Chee Chee Cate
(804) 631-3969
Traffic and major appliances
Vacant
Housewares
Judy Lambirth
(804) 631-3976
Toys, bikes

Advertising Branch

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(804) 631-3890

Specialists
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(804) 631-3891
Linda Gibson
(804) 631-3897
Peggy Gray
(804) 631-3896
Tom Petro
(804) 631-3929
Phil Johnson
(804) 631-3928

Advertising Information Specialists
Diana Cross
(804) 631-3925
Heather White
(804) 631-3895

Retail Operations Group

Director
Ed Cart
(804) 631-3900
Includes Operational Training, Visual Merchandising Branch, Retail Operations Branch, Field Support Coordinator, and Distribution Management Division.

Visual Merchandising Branch

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Visual Merchandising Specialists
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Peggi McCabe
(804) 631-3921
Herb Thompson
(804) 631-3923

Operations Branch

Manager
Walter Moore
(804) 445-6906

Specialists
Alice Patore
(804) 445-6864
SHC Tim Scanlon
(804) 445-6862

Fleet Assistance Branch

Manager
Gene Hoffman
(804) 445-6880

Merchandise Branch

Manager
Steve McLaughlin
(804) 445-6875

Specialist
Fran Shock
(804) 445-6875

Distribution Management Division

Director
Robert Byrd
(804) 631-3910

Distribution Branch

Manager
Charles Connelly
(804) 631-3913

Fashion Distribution Center (Bayonne, New Jersey)

Manager
Ann Grasso
(201) 437-8494

Traffic Branch

Manager
Joseph Etheridge
(804) 631-3914

Services Operations Group

Director
Anthony DeGaetano
(804) 631-3560
Includes the Staff Veterinarian, Services Program Branch, Food Services Branch, Services Support Branch, and Vending/Laundry Branch.

Naval Uniform Program

Director
Becky Adkins
(804) 420-9116

Senior Buyer
Jo Johnson
(804) 420-9217

Ships Store Program

Director
Charles H. Vaughan
(804) 445-6899

Navy Lodge Program

Director
Robert Israel
(804) 424-8120

Financial Management Group

Director
David Binder
(804) 631-3700
Financial Management Group includes Controller Division, Treasury Division, Financial Systems, Policies & Procedures Branch, and the Business Analysis & Budgets Branch.

Treasury Division

Director
Steven Rogers
(804) 631-3720

Corporate Management Group

Director
CAPT Bruce Bennett, SC, USN
Includes the Strategic Initiatives Office, Facilities Division, Planning Division, and the Contracting Division.

Facilities Division

Director
CAPT Bernie Kraii, CEC, USN
(804) 631-3530

Planning Division

Director
CDR Larry Hamilton, SC, USN
(804) 631-3620

Contracts Division

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(804) 631-3580

Contract Specialists
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Tim Barden (804) 631-3592

Procurement Analysts
George Harris
(804) 631-3582
Tim Donavan
(804) 631-3591

Information Systems Group

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CAPT William McMican, SC, USN
(804) 631-3500
Includes ADP Security, Plans/Modernization, Systems Maintenance Branch, Technical Support Branch, Computer Operations Branch and the Systems Development Branch.

Human Resources Group

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Michael Marchesani
(Crystal City, Virginia)
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Deputy Director
Peggy Vitola
(804) 631-3670

Equal Employment Opportunity Officer
Noelia Rosario
(804) 631-3647

Retail Operations Group

Director
Ed Cart
(804) 631-3900

Navy Exchange Service Centers

Norfolk

Navy Exchange Service Center
P.O. Box 15037
Norfolk, VA 23511-6390

Commanding Officer
CAPT James Jaudon III, SC, USN

Executive Officer (Acting)
LCDR John Ashlock, SC, USN

Exchange Operations Division Director
Larry Chapp
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Jacksonville

Navy Exchange Service Center
Naval Air Station
Box 13
Jacksonville, FL 32212

Commanding Officer
CAPT Charles Ritzel, SC, USN

Executive Officer
CDR Mary Davidson, SC, USN

Exchange Operations Director
Arthur Disalvo
(904) 777-7040
FAX: (904) 777-7008

San Diego

Navy Exchange Service Center
P.O. Box 150, Naval Station
San Diego, CA 92136-5150

Commanding Officer
CAPT Richard Gunderson, SC, USN

Executive Officer
CDR Everette Geis, SC, USN

Regional Director
James Murphy
(619) 237-5700
FAX: (619) 237-5692

Pearl Harbor

Navy Exchange Service Center
Pearl Harbor Naval Base
Box 133
Pearl Harbor, HI 96860-6000

Commanding Officer
CDR Dave Maddon, SC, USN

Exchange Operations Director
Mike Cottrell

Deputy Exchange Manager
Howard Siegman
(808) 423-3201
FAX: (808) 422-7897

Naples

U.S. Navy Exchange Service Center
PSC 810, Box 33
FPO AE 09619-0033

Commanding Officer
CAPT Nathaniel Malcolm, SC, USN
Telephone: 011-39-81-724-4220/4221
FAX: 011-39-81-724-4312

Rota

U.S. Navy Exchange
PSC 819, Box 17
FPO AE 09645-0003

Navy Exchange Officer
LCDR David Warkentien, SC, USN
Telephone: 011-34-56-82-2557/8
FAX: 011-34-56-82-2303

NAVY TOTALS

	1992 Retail Sales	1992 Service Sales	1992 Total Sales	1991 Total Sales	% Change 92 vs 91
CONUS Totals	1,032,940,001	302,222,670	1,335,162,671	1,305,971,415	2.2%
Overseas Totals	471,138,879	113,501,934	584,640,813	597,738,514	-2.2%
Worldwide Totals	**1,504,078,880**	**415,724,604**	**1,919,803,484**	**1,903,709,929**	**0.8%**

Independent Activities

United Kingdom

Navy Exchange
PSC 821, Box 46
FPO AE 09421-0003

Navy Exchange Officer
LCDR Robert Dolloff, SC, USN
Telephone: 011-44-582-69-9170
FAX: 011-44-582-66-6377

Pensacola

Navy Exchange
Naval Air Station
Bldg. 27
Pensacola, FL 32508-5350

Navy Exchange Officer
CDR John Beacham, SC, USN
(904) 458-3264
FAX: (904) 456-4655

Merchandise Manager
Ray Weeks
(904) 456-5764 Ext 277

Corpus Christi

Navy Exchange
Naval Air Station
Corpus Christi, TX 78419

Navy Exchange Officer
LCDR Frank Hamm, SC, USN
(512) 939-2166
FAX: (512) 939-8529

Dallas

Navy Exchange
Naval Air Station
Dallas, TX 75211

Navy Exchange Officer
LT William A. Drakes, SC, USN
(214) 266-6411
FAX: (214) 266-6414

Great Lakes

Navy Exchange
Naval Training Center
Bldg. 3451
Great Lakes, IL 60088

Navy Exchange Officer
Tom Kolstad
(708) 578-6100
FAX: (708) 578-6301

Memphis

Navy Exchange
Naval Air Station Memphis
Millington, TN 38054

Navy Exchange Officer
LCDR Richard A. Nelson, SC, USN
(901) 872-7716
FAX: (901) 872-7718 (after first ring, hit *2)

Guam

U.S. Navy Exchange
PSC 455, Box 178
FPO AE 09540-1000

Navy Exchange Officer
CDR Thomas Vayda, SC, USN
Telephone: 011-671-339-3251

Yokosuka

Navy Exchange
Yokosuka, Japan
Mailing Address: Navy Exchange
PSC Box 70
FPO AP 96349-0003

Navy Exchange Officer
CDR Leonard Preston, SC, USN
Telephone: 011-81-311-734-3926
FAX: 011-81-468-27-1342

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Fax: (415) 566-5288 or 664-9070

Perishable Storage For Consolidation And Container Loading

Coast Guard Exchange System (CGES)

Coast Guard Exchange System
U.S. Coast Guard (G-PXM)
2100 Second Street, S.W.
Washington, DC 20593-0002
Phone: (202) 267-1202
FAX: (202) 267-4744

CAPT J. Frederick Ver Planck, USCG

Key Headquarters Personnel

The CGES Headquarters office is responsible for policy, administrative procedure, and financial oversight of CGXs.

Chief, Exchange and Morale Division
Captain J. Frederick Ver Planck, USCG

Chief, Exchange System and Morale Branch
Mark Carscallen

Policy and Programs Specialist
Jack Adams

Key Field Support Office Personnel

The CGES Field Support Office conducts operational oversight of CGXs, which includes coordinating national CGES sales promotions*.

Coast Guard Exchange System
Field Support Office
Portsmouth Federal Building
431 Crawford Street, Room 202
Portsmouth, VA 23704-5004
(804) 398-6284
FAX: (804) 398-6276

Supervisor
Lieutenant Commander Ron Johnson, USCG

Retail/Advertising Specialist
*Ken Jeziorski(contact for sales promotions)

Procedures

The Coast Guard Exchange System (CGES) comprises thirty-nine retail complexes. Each Coast Guard exchange (CGX) acts independently in determining merchandise selection. Many CGXs have branches and satellites, either at other locations, or on board Coast Guard cutters. Usually, the main exchange is responsible for buying resale merchandise for its branches and satellites.

Since there is no centralized negotiation of system-wide contracts, CGXs may purchase merchandise from any legal source at the best price. Although the Coast Guard is an agency within the U.S. Department of Transportation, it observes the item price and cost limitations imposed on the U.S. Department of Defense exchange systems.

Generally, the same price agreements in effect with the Navy Exchange Service Command are available to CGES. All CGXs receive Navy Price Agreement Bulletins. CGES also participates in the all-services exchange mail order catalog program, administered by AAFES.

CGXs offer customers the opportunity to special order a wide range of products. Vendors desiring to be a source for special orders should send information or catalogs directly to individual CGXs.

Manufacturers wishing to use the Coast Guard emblem on merchandise intended for resale must submit an outline of the intended use and a copy of the proposed design to: Commandant (G-CP-3); U.S. Coast Guard; 2100 Second Street, S.W.; Washington, DC 20593-0001; tel. (202) 267-0933. Camera-ready copies are also available at the above address.

The CGES logo is a registered trademark. Manufacturers wishing to use the CGES logo on merchandise, packaging, ads, etc., must get written permission from the Field Support Office, where camera-ready copies are available.

DIRECTORY OF COAST GUARD EXCHANGES

ALABAMA

Coast Guard Exchange
U.S. Coast Guard Aviation Training Center
8551 Tanner Williams Road
Mobile, AL 36608-9693
(205) 639-6377
FAX: (205) 639-6399

Retail Operations Manager
Paul Gunthorpe

Coast Guard Exchange
U.S. Coast Guard Base
South Broad Street
Mobile, AL 36615-1390
(205) 441-5090
FAX: (205) 441-5096

Retail Manager
Bill Turner

ALASKA

Coast Guard Exchange
U.S. Coast Guard Base
1300 Stedman Street
Ketchikan, AK 99901-6698
(907) 225-4528
FAX: (907) 228-0252

Retail Manager
Susan Ohmer

Coast Guard Exchange
U.S. Coast Guard Support Center
P.O. Box 24
Kodiak, AK 99619-5000
(907) 487-5370
FAX: (907) 487-5051

Retail Manager
Connie Berry (Has one branch exchange)

Coast Guard Exchange
U.S. Coast Guard Air Station
604 Airport Road
Sitka, AK 99835-9598
(907) 966-5436
FAX: (907) 966-5437

Retail Manager
Diana Calhoun

CALIFORNIA

Coast Guard Exchange
U.S. Coast Guard Support Center
Coast Guard Island, Bldg. 42
Alameda, CA 94501-5100
(510) 437-3165
FAX: (510) 437-3506

Retail Manager
Susan Stevens
(Has two branch exchanges)

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Coast Guard Exchange
U.S. Coast Guard Group Humboldt Bay
1296 Chestnut Street
Eureka, CA 95501
(707) 443-7796
FAX: call for connect

Retail Manager
SS1 Wayne Arnold

Coast Guard Exchange
U.S. Coast Guard Training Center
Petaluma, CA 94952-5000
(707) 765-7258
FAX: (707) 765-7232

Operations Manager
Linda Merritt

Coast Guard Exchange
U.S. Coast Guard Support Center
P.O. Box 8
Terminal Island Station
San Pedro, CA 90731-0208
(310) 514-6429
FAX: (310) 514-6524

Retail Manager
Rolando DeGuzman

CONNECTICUT

Coast Guard Exchange
U.S. Coast Guard Group Long Island Sound
120 Woodward Avenue
New Haven, CT 06512-3698
(203) 468-2712
FAX: (203) 468-4413

Operations Manager
Robert Morsino

Coast Guard Exchange
U.S. Coast Guard Academy (FN)
15 Mohegan Avenue
New London, CT 06320-4195
(203) 444-8487
FAX: (203) 444-8455

Retail Manager
Nancie Bennett

FLORIDA

Coast Guard Exchange
U.S. Coast Guard Air Station
Clearwater, FL 34622-2990
(813) 535-1437 Ext. 454
FAX: (813) 535-1437 Ext. 366

Buyers
Gwenyth Starr–Softlines
Lisa Black–Hardlines
Ed Mamenta–Package Store

Coast Guard Exchange
U.S. Coast Guard Base
4200 Ocean Street
Mayport, FL 32267-0385
(904) 247-8737/8
FAX: (904) 247-7332

Retail Manager
Kathleen Woodall
(Has one branch exchange)

Coast Guard Exchange
U.S. Coast Guard Air Station Miami
Opa Locka Airport
Opa Locka, FL 33054-2397
(305) 688-6851
FAX: (305) 769-5872

Retail Manager
Tammy Phadungpund
(Has two branch exchanges)

Coast Guard Exchange
U.S. Coast Guard Station
1301 Beach Drive, S.E.
St. Petersburg, FL 33701
(813) 896-2816
FAX: (813) 821-5033

Retail Operations Manager
John Anderson
(Has three branch exchanges)

HAWAII

Coast Guard Exchange
U.S. Coast Guard Base
Sand Island Access Road
Honolulu, HI 96819-4398
(808) 541-2416
FAX: (808) 541-2473

Retail Manager
Beverly Sato

LOUISIANA

Coast Guard Exchange
U.S. Coast Guard Support Center
4640 Urquhart Street
New Orleans, LA 70117-4698
(504) 942-3045
FAX: (504) 942-3098

Exchange Supervisor
Madeline Saavedra

MAINE

Coast Guard Exchange
U.S. Coast Guard Station
P.O. Box 1055
Rockland, ME 04841-1055
(207) 594-7731
FAX: call for connect

Retail Manager
Lisa Carlson
(Branch of S. Portland exchange)

Coast Guard Exchange
U.S. Coast Guard Group
41 Mussey Street
South Portland, ME 04106
(207) 767-4757
FAX: (207) 767-0375

Exchange Manager
Jackie Doyle
(Has two branch exchanges)

MARYLAND

Coast Guard Exchange
U.S. Coast Guard Yard
Bldg. 33, Curtis Bay
Baltimore, MD 21226-1797
(410) 636-4198
FAX: (410) 636-3141

Retail Manager
SKCS John Willis

MASSACHUSETTS

Coast Guard Exchange
U.S. Coast Guard Support Center
427 Commercial Street
Boston, MA 02109-1027
(617) 223-3135
FAX: (617) 223-3134

Retail Manager
Sandy Cherrington

Coast Guard Exchange
U.S. Coast Guard Air Station Cape Cod
Otis ANGB, MA 02542-5024
(508) 968-6650
FAX: (508) 968-6654

Exchange Manager
Ray Tow (Has one branch exchange)

MISSOURI

Coast Guard Exchange
U.S. Coast Guard Base
P.O. Box 2896
St. Louis, MO 63111-0096
(314) 832-5013/4
FAX: (314) 832-5018

Retail Manager
Jeanette Stokes

NEW JERSEY

Coast Guard Exchange
U.S. Coast Guard Training Center
1 Munro Avenue, Bldg. 22
Cape May, NJ 08204-5080
(609) 884-3365
FAX: (609) 884-6846

Retail Manager
Kevin Carroll (Has one branch exchange)

NEW YORK

Coast Guard Exchange
U.S. Coast Guard Air Station
Floyd Bennett Field, Bldg. 90
Brooklyn, NY 11234–7097
(718) 615–2465
FAX: (718) 615–2466

CGES Manager
Ken Nierenberg
(Has four branch exchanges)

Coast Guard Exchange
U.S. Coast Guard Support Center
Governors Island, Bldg. 110
New York, NY 10004-5000
(212) 668-7338/9
FAX: (212) 668-7784

Retail Manager
Steven Williams

NORTH CAROLINA

Coast Guard Exchange
U.S. Coast Guard Support Center
Elizabeth City, NC 27909-5006
(919) 335-6207
FAX: (919) 335-6259

Retail Manager
Sandra Flowers (Has two branch exchanges)

OHIO

North Coast Exchange Region
13920 West Parkway Drive
Cleveland, OH 44135-4500
(216) 671-3500
FAX: (216) 522-4098

Retail Operations Manager
Judy Kelly (Includes buying responsibility for eleven branches in MI, NY, OH, and WI)

OREGON

Coast Guard Exchange
U.S. Coast Guard Group/Base
Tongue Point Facility, Bldg. 1
Astoria, OR 97103-2099
(503) 325-0108
FAX: (503) 325-1497

Retail Manager
Mary Parker (Has two branch exchanges)

Coast Guard Exchange
U.S. Coast Guard Air Station
2341 Colorado Street
North Bend, OR 97459-2399
(503) 756-9264
FAX: (503) 756-1173

Exchange Manager
SSC Ron Rayner

PENNSYLVANIA

Coast Guard Exchange
U.S. Coast Guard Group
1 Washington Avenue
Philadelphia, PA 19147-4395
(215) 271-4921
FAX: (215) 271-4919

Retail Manager
Chris Mayland

PUERTO RICO

Coast Guard Exchange
U.S. Coast Guard Air Station
Borinquen
Aguadilla, PR 00604-9999
(809) 890-3127
FAX: (809) 890-3123

Exchange Manager
Rosa Mendez

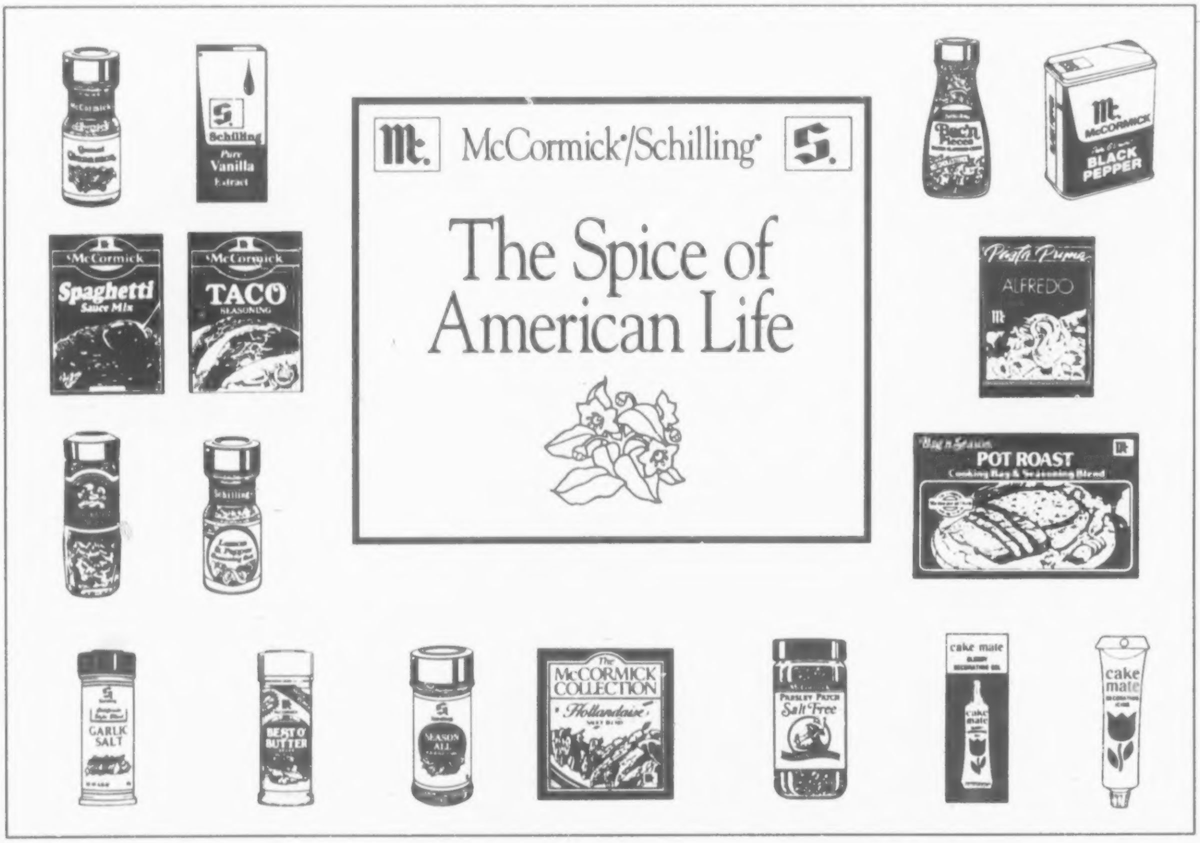
Coast Guard Exchange
U.S. Coast Guard Base
P.O. Box 2029
Old San Juan, PR 00902-2029
(809) 721-3955
FAX: (809) 725-7337

Retail Manager
Maria Pizarro

SOUTH CAROLINA

Coast Guard Exchange
U.S. Coast Guard Base
196 Tradd Street
Charleston, SC 29401-1817
(803) 722-8817
FAX: (803) 724-7652

CGES Manager
Margaret Schwabe
(Has one branch exchange)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Schilling Pure Vanilla Extract
McCormick Spaghetti Sauce Mix
McCormick TACO Seasoning
Bac'n Pieces
McCormick Black Pepper
Pasta Prima Alfredo
Bag'n Season POT ROAST Cooking Bag & Seasoning Blend
Garlic Salt
Best O' Butter
Season All
The McCormick Collection Hollandaise
Parsley Patch Salt Free
cake mate
cake mate

TEXAS

Coast Guard Exchange
U.S. Coast Guard Base
P.O. Box 1912
Galveston, TX 77553-1912
(409) 763-2203
FAX: (409) 766-4728

CGES Manager
Mary Malhiot
(Has one branch exchange)

VIRGINIA

Coast Guard Exchange
U.S. Coast Guard TISCOM
7323 Telegraph Road
Alexandria, VA 22310–3999
(703) 313–5990
FAX: (703) 313–5713

Exchange Manager
William Wright

Coast Guard Exchange
U.S. Coast Guard Support Center
4000 Coast Guard Boulevard
Portsmouth, VA 23703-2199
(804) 483-8618
FAX: (804) 483-8621

Retail Manager
Jim Tarr

Coast Guard Exchange
U.S. Coast Guard Reserve Training Ctr.
P.O. Box 2
Yorktown, VA 23690-5002
(804) 898-2158
FAX: (804) 898-2385

Retail Operations Manager
Harold Scarberry

WASHINGTON

Coast Guard Exchange
U.S. Coast Guard Air Station
Eniz Hook Road
Port Angeles, WA 98362-0159
(206) 457-8600
FAX: (206) 457-1256

CGES Officer
CWO David Jensen

Coast Guard Exchange
U.S. Coast Guard Support Center
1519 Alaskan Way, South
Seattle, WA 98134-1192
(206) 587-0307
FAX: (206) 587-0349

Retail Manager
Bonnie Colbert

CGES FY92 Sales Ranking

Exchange Location	Exchange Location	Sales
Air Station Cape Cod, MA	**CGES Total Sales**	$12,773K
Air Station Miami, FL		10,566
North Coast Region, OH		10,179
Station St. Petersburg, FL		8,704
Support Center Kodiak, AK		8,703
Aviation Training Center Mobile, AL		7,931
Base Honolulu, HI		7,882
Air Station Borinquen, PR		7,340
Air Station Brooklyn, NY		7,252
Support Center New York, NY		6,854
Coast Guard Academy, CT		6,066
Training Center Cape May, NJ		4,445
Group Portland, ME		4,052
Support Center Elizabeth City, NC		3,526
Base San Juan, PR		2,984
Base Mobile, AL		2,942
Air Station Clearwater, FL		2,907
Reserve Training Center Yorktown, VA		2,899
Group Astoria, OR		2,898
Support Center Seattle, WA		2,515
-Base Charleston, SC		2,313K
Training Center Petaluma, CA		2,010
Support Center Boston, MA		1,779
Support Center Alameda, CA		1,756
Base Mayport, FL		1,649
Group Long Island Sound, CT		1,528
Air Station Port Angeles, WA		1,324
Support Center Portsmouth, VA		1,245
Group Philadelphia, PA		1,164
Air Station North Bend, OR		1,072
Base Galveston, TX		965
Base Ketchikan, AK		798
Support Center San Pedro, CA		765
Coast Guard Yard, MD		566
Base St. Louis, MO		480
Air Station Sitka, AK		475
Support Center New Orleans, LA		443
Group Humboldt Bay, CA		262

*Includes branch exchanges and independent cutters not listed above.

CGES Sales FY88–FY92

CGES Activity	FY88	FY89	FY90	FY91	FY92
Exchanges	$81,449,811	$90,826,694	$101,051,238	$108,413,699	$115,949,029
Clubs	6,100,364	6,285,603	6,192,642	6,130,528	5,897,319
Grocery	16,697,007	18,065,934	17,997,193	19,785,735	15,882,246
Other Services	5,166,439	6,371,948	6,603,589	6,191,820	6,932,974
Total	**$109,413,621**	**$121,550,179**	**$131,844,662**	**$140,521,782**	**$144,661,568**

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AMERICAN LOGISTICS ASSOCIATION

U.S. Marine Corps Retail Operations Branch

John Price

Morale, Welfare and Recreation
Support Activity
Retail Operations Branch (MWX)
3044 Catlin Avenue
Quantico, VA 22134-5099
Phone: (703) 640-3821
FAX: (703) 640-3860

Key Personnel

Head
John Price
(703) 640-3809

Assistant Head, Retail Operations
R. Lee Phillips
(703) 640-3834

Senior Merchandise Specialist
Billy Rolleston
(703) 640-3833
Hardlines, promotions, rebate programs, cooperative efforts, price leader program

Merchandise Specialist
Jan Rathbun
(703) 640-3762
Softlines, promotions, cigarette programs, cooperative efforts

Merchandise Specialist
Cindy Whitman
(703) 640-3821
Cooperative efforts

Merchandising Asistant
Pam Schenemann
(703) 640-3762

Retail Operations Specialist
David Barr
(703) 640-3892
Systems contracts, visual merchandising, loss prevention, customer service, policy

MIS Coordinator
Mary Reingruber
(703) 640-3821
MIS, scanning

Financial Analyst
Wayne Barber
(703) 640-4417

Military Clothing Sales Specialist
Corinne Rosema
(703) 640-3836

Overseas Procurement
Mary Raines
(703) 640-3835

Administration
Kelly Hillstrom
Kathy Mullarkey
(703) 640-3821

Buying Procedures

There is only one way to do business with the Marine Corps Exchange System and that is to deal directly with each individual exchange. The Marine Corps operates a decentralized system in which each exchange is the responsibilitiy of the local installation commander.

Categories of merchandise and price limitations on merchandise sold by Marine Corps exchanges in CONUS are established by the Armed Services Exchange Regulations and approved by Congress. These limitations do not apply to overseas exchanges. Purchasing of authorized items is based upon customer demand at the local exchange level. Any individual or vendor may contact the exchange for an appointment or may forward descriptive information and prices to the exchange for consideration.

CONUS Exchanges

Marine Corps Logistics Base
Albany, GA 31704-5003
Richard French
(912) 888-6801
FAX: (912) 439-0324

Marine Corps Logistics Base
Barstow, CA 92311-5003
CWO-4 Walt Gillis, Jr.
(619) 577-6474
FAX: (619) 256-7027

Marine Corps Air Station
Beaufort, SC 29904-5003
1stLt Tim Womack
(803) 522-7017
FAX: (803) 522-7077

Marine Corps Air Station
Cherry Point, NC 28533-5003
Jeff Jenkins
(919) 447-7041
FAX: (919) 447-2922

Marine Corps Air Station
El Toro
Santa Ana, CA 92709-5003
Capt Leo Bueno
(714) 726-3340
FAX: (714) 551-6497

Camp Elmore
Norfolk, VA 23515-5003
CWO-3 Richard Stevens
(804) 423-1187
FAX: (804) 423-5819

Headquarters Battalion, HQMC
Henderson Hall
Arlington, VA 22214-5003
Vicki Bartlett
(703) 979-8420
FAX: (703) 979-9251

Marine Corps Base
Camp Lejeune, NC 28542-5003
Charles Marinello
(919) 451-5936
FAX: (919) 353-4105

Marine Corps Recruit Depot/ERR
Parris Island, SC 29905-5003
CWO-3 Steve Tinsley
(803) 525-3301
FAX: (803) 525-2872

Marine Corps Base
Camp Pendleton, CA 92055-5001
Joe Allison
(619) 725-6233
FAX: (619) 385-0446

Marine Corps Combat Development Command
PO Box 229
Quantico, VA 22134-0229
Capt Chris Williams
(703) 640-8800
FAX: (703) 640-6708

Marine Corps Recruit Depot/WRR
San Diego, CA 92140-5003
Roland Griffin
(619) 297-2500
FAX: (619) 296-8400

Marine Corps Air Ground Combat Center
Twentynine Palms, CA 92278-5003
CWO-3 Terry Whitaker
(619) 368-6162
FAX: (619) 368-3298

Marine Corps Air Station
Yuma, AZ 85364-5003
CWO-2 Kathryn Bausch
(602) 341-2295
FAX: (602) 344-1902

Overseas Exchanges

Marine Corps Base
Guantanamo Bay, Cuba
US Naval Base 82312
FPO AE 09596-0120
Frank Davey
011-5399-2870
FAX: 011-5399-3237

Marine Corps Air Station
Kaneohe Bay, HI 96863-5018
CWO-3 Maggie Jones
(808) 254-5871
FAX: (808) 254-1022

Marine Corps Air Station
Iwakuni, Japan
Unit 35410
FPO AP 96310-5410
Bob Cook

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Panama, Unit 6108
FPO AA 34061-9000
Herman Rijfkogel
0115-0783-5370
FAX: 0115-0783-5338

Merchandise Managers & Buyers

MCLB Albany, GA
(912) 888-6901
FAX: (921) 439-0324

Director of Retail
Richard French

Buyer
Kay Moore
Men, Women, and Children's Wear; Jewelry; Cosmetics; Self-Service; Hardware; Sporting Goods; Automotive; Outdoor Living

Buyer
Marilyn Morgan
Military; Shoes; Luggage; Housewares; Giftware; Domestics; Consumer Electronics

MCLB Barstow, CA
(619) 577-6474
FAX: (619) 256-7027

Director of Retail
CWO-4 Walt Gillis, Jr.

Buyer
Anthony Sprague
All Classifications

MCAS Beaufort, SC
(803) 522-7017
FAX: (803) 522-7077

Director of Retail
1stLt Tim Womack

Buyer
Lou Prince
Self-Services; Beverages; Consumables; Housewares; Consumer Electronics; Photo; Military Clothing; Men, Women and Children's Wear; Footwear; Luggage & Leather Goods; Outdoor Living; Toys; Trim-a-Tree

Buyer
Eloise Martinez
Automotive; Alcoholic Beverages; Cosmetics; Jewelry; Expenses

MCAS Cherry Point, NC
(919) 447-7041
FAX: (919) 447-2922

Director of Retaiil
Jeff Jenkins

Buyer
Kay Kearney
Housewares; Home Furnishings; Giftware; Domestics; Sight & Sound; Appliances

Buyer
Joyce Ross
Cosmetics; Women's Wear; Jewelry

Buyer
Mary Bequette
Men's Wear; Footwear; Luggage

Buyer
Martha Lewis
Consumables; Stationery; Tobacco; Health & Beauty Aids

Buyer
June Tyson
Children's Wear; Juvenile Furniture; Toys; Military Clothing

Buyer
Patricia Kerwson
Hardware; Automotive; Sporting Goods; Outdoor Living; Trim-a-Tree; Firearms

MCAS El Toro, CA
(714) 726-3340
FAX: (714) 551-6497

Director of Retail
Capt Leo Bueno

Deputy Director
David Farwell

Buyer
Barbara Wilson
Women's Wear; Ladies' Shoes; Intimate Apparel and Accessories

Buyer
Pam Boudreau
Housewares; Domestics; Furniture (all); Giftware; Outdoor Living; Home Furnishings; Hallmark; Christmas & Seasonal

Buyer
Rose Saunders
Consumer Electronics; Home Appliances; Photo and Frames

Buyer
Mary Lou de La Torre
Jewelry; Cosmetics; Leather Goods; Pens & Lighters; Luggage

Buyer
Linda Beherens
Health & Beauty Aids; Consumables; Stationery; Household Supplies; Books

Buyer
Barbara Cox
Men's Wear; Men's Shoes; Children's Wear; Sporting Apparel

Buyer
Scott Vincent
Sporting Goods; Athletic Shoes; Hardware; Automotive; Toys

Buyer
Judy Taylor
Military Clothing

Camp Elmore, Norfolk, VA
(804) 423-1187
FAX: (804) 423-5819

Director of Retail
CWO-3 Richard Stephens

Buyer
Paige Smink
Hardware; Cosmetics

Buyer
Janie Cappelli
Softlines; Juvenile Furniture

Buyer
Florence Fulcher
Consumables

HQMC Henderson Hall, Arlington, VA
(703) 979-8420
FAX: (703) 486-9251

Director of Retail
Vicki Bartlett

Deputy Director of Retail
Marilyn Dooley

Buyer
Cedric Overton
Men's Wear; Children's Wear

Buyer
Alvin Moore
Consumables; Package Store; Health & Beauty Aids; Tobacco

Buyer
Tony Calhoun
Sight & Sound; Shoes

Buyer
Martha Barneby
Jewelry; Cosmetics; Women's Wear

Buyer
Cindy Gregory
Housewares; Domestics; Giftware

Buyer
Kendra Mills
Sporting Goods; Toys; Luggage; Hardware; Automotive

Buyer
Gloria Pipes
Uniform Shop

MCB Camp Lejeune, NC
(919) 451-5936
FAX: (919) 353-4105

Director of Retail
Charles Marinello

Merchandise Manager
Jim Larkin

Buyer
Gwen Hill-Broines
Men's Wear; Uniforms; Military Gifts; Men's Shoes; Ladies' Athletic Shoes; Boys' Athletic Shoes

Buyer
Carlton Mencer
Liquor; Wine; Cordials

Buyer
Patricia Fulk
Sporting Goods; Firearms & Ammunition; Sight & Sound; Consumer Electronics; Records & Tapes; Office Machines; Sports Licenses

Buyer
Nancy Wolfe
Hardware; Automotive; Outdoor Living; Trim-A-Tree; Luggage

Buyer
Vivian Hugeback
Household Supplies; Housewares; Home Furnishings; Domestics; Giftware; Electric Appliances; Bar Accessories; Sewing & Notions

Buyer
Patricia Dodson

Jewelry; Women's and Children's Footwear; Cosmetics

Buyer
Gloria Freeman
Fountain Food; Toiletries; Convenience Foods; Candy; Pre-Mixed; Beverages; Tobacco Smoking Accessories

Buyer
Robie Smith
Books & Greeting Cards; Stationery; Toys; Hobbies; Children's Wear; Juvenile Furniture; Stamps

MCRD Parris Island, SC
(803) 525-3301
FAX: (803) 525-2872

Director of Retail
CWO Steve Tinsley

Merchandise Manager
Bill Culp

Buyer
Dennis Park
Sporting Goods; Firearms; Hardware; Sight & Sound; Home Appliances; Automotive; Outdoor & Garden; Health & Beauty Aids; Giftware; Trim-a-Tree

Buyer
Leigh Bishop
Men's Wear; Children's Wear; Housewares; Men's Footwear; Children's Footwear; Home Furnishings; Domestics

Buyer
Pam Horton
Women's Wear; Jewelry; Cosmetics; Women's Footwear; Intimate Apparel

MCB Camp Pendleton, CA
(619) 725-6233
FAX: (619) 430-0446

Director of Retail
Joe Allison

Merchandise Manager
Tess Paquette

Buyer
Mary Benstead
Children's Wear; Tobacco; Accessories; Juvenile Furniture

Buyer
Andree Bergman
Cosmetics; Health & Beauty Aids; Electric Appliances; Home Furnishings

Buyer
Sandra Callaway
Men's Wear; Domestics; Household Supplies; Sewing

Buyer
Frank Gallo
Hardware; Automotive; Candy; Firearms

Buyer
Meg Harkins
Consumables

Buyer
Janet Quinlivan
All Shoes; Outdoor Living;Trim-A-Tree; Military Clothing

Buyer
Dan Saunders
Sporting Goods; Stationery; Toys & Hobbies; Items for Food & Hospitality

Buyer
Sally Young
Women's Wear & Accessories; Lingerie; Jewelry; Books & Cards

MCCDC Quantico, VA
(703) 640-8800
FAX: (703) 640-6708

Director of Retail
Capt Chris Williams

Merchandise Manager
Doug Rudy

Buyer
Janis Ingham
Women's Wear, Intimate Apparel; Jewelry; Cosmetics; Accessories

Buyer
Diane Ward
Men's and Children's Wear

Buyer
Kristy Peifer
Hardware; Golf; Sporting Goods; Firearms & Ammunition; Outdoor Living; Toys; Crafts; Trim-a-Tree; Automotive

Buyer
Bill Greiner
Giftware; Domestics; Home Appliances; Housewares; Luggage

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Buyer
Dorothy Thomas
Health & Beauty Aids; Consumables; Stationery; Household Items

Buyer
Grace Ramos
Sight & Sound; Office Machines

Buyer
Lill Crutchfield
Men's Footwear; Women's Footwear; Children's Shoes

Buyer
Thelma Brooks
Military Clothing

MCRD SAN DIEGO, CA
(619) 297-8400
FAX: (619) 296-8400

Director of Retaiil
Roland Griffin

Merchandise Manager
Elizabeth Lynch

Buyer
Zella Price
Men's Wear; Children's Wear

Buyer
Mary Goldbeck
Shoes; Firearms

Buyer
Jan Silva
Sight & Sound

Buyer
Denise Billings
Jewelry; Cosmetics

Buyer
Rise Johnson
Accessories; Lingerie; Women's Wear

Buyer
Marysue Blankenship
Giftware; Luggage

Buyer
Dee Davidson
Housewares; Domestics

Buyer
Peggy Rumble
Home & Garden

Buyer
George Woods
Sporting Goods

Buyer
Robb Bower
Display Manager

Buyer
Gloria Lane
Self Service; Health & Beauty Aids

MCAGCC Twentynine Palms, CA
(619) 368-6163
FAX: (619) 368-3298

Director of Retail
CWO-3 Terry Whitaker

Merchandise Manager
Ron Arden

Buyer
Helen McMains
Photo; Housewares; Domestics; Sporting Goods; Home Furnishings; Outdoor Living

Buyer
Talis Jensen
Men's Wear; Men's and Children's Shoes

Buyer
Glenda Menard
Women's Wear; Cosmetics; Jewelry; Luggage; Women's Shoes

Buyer
Norma Hubbard
Hardware; Automotive; Consumables; Books & Stationery; Toys

Buyer
Kim Miller
Consumer Electronics; Furniture; Giftware; Juvenile Furniture; Children's Wear; Trim-A-Tree

MCAS Yuma, AZ
(602) 341-3138/2295
FAX: (602) 344-1902

Director of Retail
CWO-2 Kathryn Bausch

Merchandise Manager
Pat Fraley

Buyer
Margaret Fredrick
Men's Wear; Children's Wear; Accessories; Juvenile Furniture; Luggage; Men's and Children's Shoes; Military Clothing

Buyer
Liz Gabrial
Domestics; Housewares; Home Appliances; Toys; Hardware; Home Furnishings; Giftware

Buyer
Judy Grooms
Sporting Goods; Sight & Sound; Outdoor Living

Buyer
Susan Goetz
Women's Wear; Women's Shoes; Books; Stationery; Accessories; Intimate Apparel; Trim-a-Tree; Cosmetics

Buyer
Peggy Hayes
Health & Beauty Aids; Consumables; MWR Expense; Household Supplies

MB Guantanaumo Bay, CUBA
011-5399-2870
FAX: 011-5399-3237

Director of Retail
Frank Davey

Buyer
Cindy Lynch
Hardware; Toys; Electronics; Sporting Goods

Buyer
Garnet Locke
Consumables

Buyer
Denise Brooks
Men's, Women's & Children;' Wear; Cosmetics; Jewelry; Military Clothing; Housewares; All Shoes

Buyer
Tamra Coggins
Furniture

MCAS Iwakuni, JAPAN
011-81-61175-535641
FAX: 011-81-8272-17363

Director of Retail
Bob Cook

Senior Buyer
Bill Cook
Automotive; Office Machines; Juvenile Furniture; Furniture; Military Clothing; Toys; Golf

Senior Buyer
Barbara Schultz
Men's, Women's and Children's Wear; Intimate Apparel; Shoes

Buyer
Kazunari Takeshima
Hardware; Cameras; Major Appliances; Consumer Electronics

Buyer
Fumi Christian
Giftware; Sewing; Outdoor Living; Toys; Hobbies; Trim-a-Tree; Jewelry; Luggage; Leather Goods; Childrens' Wear

Buyer
Gail Rickert
Housewares; Domestics; Cosmetics; Electrical Appliances; Health & Beauty Aids; Consumables; Stationery

MCAS Kaneohe Bay, HI
(808) 254-5871
FAX: (808) 254-1022

Director of Retail
CWO-3 Maggie Jones

Merchandise Manager
Linda Gulosh

Buyer
Linda Cezar
Housewares; Furniture; Giftware; Cosmetics; Jewelry; Shoes; Home Appliances

Buyer
Kelly Nakano
Hardware; Automotive; Photo; Sporting Goods; Outdoor Living; Toys; Luggage; Consumer Electronics

Buyer
Patricia Sasaki
Health & Beauty Aids; Consumables

Buyer
Iris Tokita
Men's, Women's and Children;s Wear; Accessories

MB Rodman, PANAMA
0115-0783-5370
FAX: 0115-0783-5338

Director of Retail
Herman Rijfkogel

Buyer
C. Larsen
Consumables; Household Supplies; Women's Accessories; Intimate Apparel

Buyer
G. Yearwood
Books; Greeting Cards; Home Furnishings; Domestics; Luggage; Personal Leather Goods; Electrical Appliances; Children's Furniture

Buyer
G. Perez
Hardware; Automotive; Sporting Goods; Uniforms

Buyer
L. Castillo
Liquor; Wine; Bar Accessories

Buyer
A. Almengor
Furniture; Giftware; Outdoor Living; Cosmetics; Jewelry; Sight & Sound; Office Machines

uyer
Herman Rijfkogel
Men's, Women's and Children's Wear; Footwear

CAMP S.D. Butler
FAX: 011-81-098893-6145

Head, Retail and Hospitality
Larry Sutton

Sales, Promotions, Events

Each individual Marine Corps exchange plans, develops, coordinates and maintains its own calendar of special or themed sales promotion activities. Specific dates for particular events are at best approximate and may vary by location. Presently, there are three events, the Annual Anniversary Sale in mid-September, the Christmas Catalog, and the Father's Day promotion that are planned and directed by the Retail Operations Branch in Quantico, VA. Typical exchange sales promotion events include: Valentine's Day, Washington's Birthday, Easter, Back-to-School (late August), Thanksgiving, and Christmas. For additional information and prevailing calendar dates call or write to the individual exchange stores listed.

MARINE CORPS TOTAL SALES FY92

Store	Retail Direct	Retail Indirect	Total Retail	Services Direct	Services Indirect	Total Services	FY92 Total	FY91 Total	% Change 92 vs 91
CONUS	380,603,197	5,002,000	385,605,197	32,138,843	24,119,987	56,258,830	441,864,027	412,100,929	7.22
Overseas	60,234,866	3,363,720	63,598,586	4,797,581	5,615,791	10,413,372	74,011,958	71,903,195	2.93
Worldwide Totals	**440,838,063**	**8,365,720**	**449,203,783**	**36,936,424**	**29,735,778**	**66,672,202**	**515,875,985**	**484,004,124**	**10.16**

C & S Wholesale Grocers, Inc.
Old Ferry Road, Brattleboro, VT 05301
Military
FDS Distribution Leader for the Northeast
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Grocery • Dairy • Frozen • Candy • Meat • HBA •
Deli • Ice Cream • Bakery • Produce • Store Supply
• *Supplying Domestic and Overseas*
• *EDI Capable*
Lou Janson, Military Sales Manager
Bob Kornreich, Director Military Operations
Sarah Lynch, Administrator

Veterans Canteen Service (VCS)

Veterans Canteen Service Central Office
#1 Jefferson Barracks Road – Building #25
St. Louis, MO 63125-4194

James B. Donahoe

Key Personnel

Director
James B. Donahoe
(314) 845-1207
FAX: (314) 845-1201

Chief Operating Officer
Ralph Shalda
(314) 845-1209

Chief Financial Officer
John Ross
(314) 845-1209

Eastern Region Director
Bill Buzzell
Ft. Howard, Maryland
(410) 687-8779

Central Region Director
Vacant
St. Louis, Missouri
(314) 845-1400

Western Region Director
Roger Janke (Acting)
Sepulveda, California
(818) 891-7711 x 7876

Chief, Finance Center
A.J. Austermann
(314) 845-1301

Purchasing & Contracting Division

Chief, Merchandise Division
Russell R. Bouck
(314) 845-1224

Buyer, Ladies' Clothing, Accessories & Intimate Apparel
Mary Ann Melville
(314) 845-1224

Buyer, Men's Clothing
Dennis Miller
(314) 845-1224

Buyer, Sundries, Electronics, Watches
Michael Cooter
(314) 845-1224

Buyer, Food, Equipment
Tom Ford
(314) 845-1224

Buyer, Health & Beauty Aids
Diane Barber
(314) 845-1224

Accounting & Vendor Payments

Division A (Canteens 064-592) Chief
Kathleen D. Quain
(314) 845-1320
FAX: (314) 845-1303

Division B (Canteens 594-905) Chief
Jolene K. Thurston
(314) 845-1306
FAX: (314) 845-1303

VCS Buying Procedures

Vendors make direct contact with the VCS buyers in Central Office to negotiate for merchandise and terms. Vendors are prohibited from directly contacting canteens.

New merchandise selections and vendor sources are reviewed at regularly scheduled Merchandise Committee meetings. A Purchase Order–Price Agreement List (PO–PAL) is issued to approved vendors establishing terms, costs, and retail selling price of each selected item. PO–PALs are then forwarded to each canteen for ordering.

Canteen chiefs select merchandise for their canteen from the PO–PALs in concert with a Basic Merchandise List which contains basic items required to be stocked at each canteen. This system offers personalized selection process allowing local and regional needs to be met.

The VCS has no national warehousing facilities; all shipments ordered by canteens go directly from the manufacturer to the ordering canteen.

VCS Sales

The cornerstone of our vision is the creation of a "Positive Shopping/Dining Experience" for every single customer, every single time they visit any of our stores. Quite simply, this goal means the customer will be happier when they leave the store than when they entered. Accomplishment requires the unqualified support of every member of our organization.

VCS Sales by Department

Department	FY88	FY89	FY90	FY91	FY92
Retail	94,883,729	$89,779,788	$90,637,298	$89,938,657	$92,388,873
Manual Food	60,764,154	59,803,519	60,562,004	60,718,500	64,996,942
Automatic Food	7,851,448	7,929,039	8,115,720	24,199,439'	24,801,099
Automatic Beverage	14,038,815	14,431,483	14,784,874	(see A below)	(see A below)
Service Departments	4,362,223	8,223,619	10,231,910	10,899,205	13,070,302
Total	**$181,890,369**	**$180,167,488**	**$184,331,812**	**$185,755,602**	**$195,257,216**

A. Automatic Food and Automatic Beverage were consolidated into Vending Operations in FY91.

Office of Commissary and Recreation Affairs (A/OPR/ST/CR)
U.S. Department of State

Room 600, State Annex 6
Washington, DC 20522-0602
Phone: (703) 875-6088
FAX: (703) 875-6105

A/OPR/ST/CR

Director
Diane DeVivo

Office of Commissary and Receation

The staff of the Commissary and Recreation Affairs Office (A/OPR/ST/CR) supports and oversees the approximately 140 employee asssociations at US diplomatic missions overseas. These employee associations provide to their members a variety of services, including: commissaries, dining facilities, gift shops, video rentals, recreation facilities, childcare centers, TDY housing, gasoline sales, and vehicle rentals. A/OPR/ST/CR currently is seeking suppliers to provide goods and services to these associations which annually gross approximately $72 million. It is, however, the office's policy not to endorse any company or product and to assist only US companies in marketing their goods to State Department Employee Associations.

A/OPR/ST/CR provides the following services to the employee associations and their suppliers: procurement assistance and coordination; a directory of wholesale suppliers who are interested in conducting business with the associations; and annual regional trade shows at which association personnel can meet and discuss their needs with suppliers.

A/OPR/ST/CR is working closely with employee associations to further develop the following areas: negotiating with wholesale suppliers and freight forwarders to increase the goods and services available to associations; implementing and installing a standardized accounting software program for all associations and training personnel on the use of the system; providing associations with alternative sources of income, formalizing training programs for association managers; and improving internal controls.

A/OPR/ST/CR has established several directives which provide guidance to associations on topics such as proper ordering procedures for consumables, the prompt submission of annual audit reports and financial statements, IRS responsibilities, insurance and bonding coverage, and access rights to commissaries and recreational facilities. These directives are based on the *Foreign Affairs Manual* (FAM) regulations. A comprehensive handbook entitled *Operating Overseas Employee Associations*, is sent to all post associations and is updated regularly. This handbook contains the regulations and serves as a manual on effective association management. Additional manuals are being developed and will provide further information and guidance to association managers on effectively developing, implementing, and maintaining services and operations.

Finally, the office reviews and analyzes association financial statements and audit reports, and maintains a comprehensive database on the worldwide employee associations. When requested by the associations, the office provides TDY assistance by using staff members to provide on-site financial, management and technical guidance.

Since October 1987, the office has been a non-appropriated funded activity (i.e., all management support assistance provided by the staff—with the exception of one federal employee—are paid with non-appropriated monies). A Central Commissary and Recreation Fund Board, composed of representatives of all the foreign affairs agencies, is responsible for this office, which under the guidance of the Central Fund Board Chair (Deputy Assistant Secretary for Operations, Department of State), establishes Department policies related to employee commissary and recreation associations.

For more information about the Office of Commissary and Recreation Affairs and the 140 overseas employee associations, please write or call the office at the address listed above.

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Morale, Welfare & Recreation Activities

U.S. Army Community & Family Support Center

Mail: HQDA (Mail Code: CFSC-ZA)
Alexandria, VA 22331-0500
Location: Hoffman I
2461 Eisenhower Avenue
Alexandria, VA 22331
FAX: (703) 325-2061

Commander
COL Middleton (Interim)
(703) 325-9008

Chief of Staff
COL Douglas J. Middleton
Mail Code: CFSC-CS
(703) 325-9008

Secretary to the General Staff
MAJ Gary Ginson, USA
CFSC-ZC
(703) 325-9008 -

Deputy Chief of Staff for Personnel, Admin & Logistics
MAJ Charles Minyard USA
CFSC-PL
(703) 325-8147

Command Judge Advocate
LTC Robert M. Fano, USA
CFSC-JA
(703) 325-9633

Plans and Policy Directorate

Director
Linda Sims
Mail Code: CFSC-PN
(703) 325-6789

Chief, Plans Division
George Gallagher
Mail Code: CFSC-PNA
(703) 325-6994

Chief, Policy Division
Margaret McMullen
Mail Code: CFSC-PNP
(703) 325-9370

Chief, Management Information Systems Division
MAJ Henry Armstrong, USA
Mail Code: CFSC-PNM
(703) 325-4389

Chief, Marketing Division
William P. Long
Mail Code: CFSC-PNM
(703) 325-2499

Manager, Event Sponsorship
Robin Donohoe
Mail Code: CFSC-PNM
(703) 325-2473

Public Affairs Officer/Editor
Harriet Rice
Mail Code: CFSC-PNM
(703) 325-2509

Hospitality Directorate

Director
Peter Isaacs
Mail Code: CFSC-HD
(703) 325-9500

Chief, Development
John Ontko
Mail Code: CFSC-HD-D
(703) 325-6980

Chief, Support Services
Keith Craig
Mail Code: CFSC-HD-S
(703) 325-9500

Business Programs Directorate

Director
William Bartelt
Mail Code: CFSC-BP
(703) 325-0563

Chief, Program Support Office
Richard Belgran
Mail Code: CFSC-BPA
(703) 325-0556

Resource Management Directorate

Director
Jeffrey Dalby
Mail Code: CFSC-RM
(703) 325-8640

Chief, Banking and Investment Office
Judith Perso
Mail Code: CFSC-RM-B
(703) 325-8780

Chief, Financial Management Office
Pricilla Pazzano
Mail Code: CFSC-PM-C
(703) 325-0860

Chief, Financial Plans and Programs Office
Dennis Walsh
Mail Code: CFSC-RM-M
(703) 325-9840

Chief, Financial Admin Division
Tom Wolter
Mail Code: CFSC-RMA
(703) 325-0680

Chief, Risk Management Insurance Office
Kenneth Harris
Mail Code: CFSC-RM-I
(703) 325-9480

Community Recreation Directorate

Director
Philip Cota
Mail Code: CFSC-CR
(703) 325-9710

Chief, Recreation Division
Francis Kisman
Mail Code: CFSC-CRR
(703) 325-2567

Chief, Sports Division
Steve Brown
Mail Code: CFSC-CRS
(703) 325-2515

Chief, Library Division
Nellie Strickland
Mail Code: CFSC-CRL
(703) 325-9702

Chief, Armed Foreces Professional Entertainment Office
LTC David Mitchell, USA
Mail Code: CFSC-CRP
(703) 325-9780

Chief, Armed Forces Sports Committee Secretariat
Bill Begel
Mail Code: CFSC-AFS
(703) 325-8871

Construction Directorate

Director
COL Michael G. Michaliga, USA
Mail Code: CFSC-CO
(703) 325-9785

Chief, Interior Food and Service Design Division
John T. DiPol
Mail Code: CFSC-COD
(703) 325-8444

Chief, Engineering and Construction Division
William Stickles
Mail Code: CFSC-COE
(703) 325-9168

Chief, Plans, Policy, Programming, and Admin Office
MAJ David G. Bergum, USA
Mail Code: CFSC-COP
(703) 325-8330

Family Support Directorate

Director
COL Thomas Witt, USA
Mail Code: CFSC-FS
(703) 325-9467

Chief, Youth Services Division
Stephen Pratt
Mail Code: CFSC-FSY
(703) 325-8377

Chief, Army Community Services Division
LTC Griffin David Lockett, USA
Mail Code: CFSC-FSA
(703) 325-9390

Chief, Child Development Services Division
M.A. Lucas
Mail Code: CFSC-FSC
(703) 325-0710

Chief, Retirement Services Division
Gary Smith
Mail Code: CFSC-FSR
(703) 325-9158

NAF Contracting Directorate

Director
John McGlaughlin
Mail Code: CFSC-NC
(703) 325-0757

Chief, Supplies Division
Anne Sellmansberger
Mail Code: CFSC-NCA
(703) 325-8027

Chief, Services Division
Mary Keeney
Mail Code: CFSC-NCB
(703) 325-8039

Chief, Major Projects Division
James Featherer
Mail Code: CFSC-NCC
(703) 325-8047

Chief, Hospitality Division
Brian Japak
Mail Code: CFSC-NCH
(703) 325-9500

Chief, Policy Division
Bill Gregory
Mail Code: CFSC-NCP
(703) 325-0840

Human Resources Directorate

Chief, Training Development and Proponency Office
Lee Silver
CFSC-HRT-P
(703) 325-9703

Chief, Community and Family Support Training Center
Larry Krauska
CFSC-HRT-T
(703)325-5880

Chief, NAF Personnel Office
William McMullen
Mail Code: CFSC-HR-P
(703) 325-7762

Chief, MWR Staffing Office
Lacey Saunders
Mail Code: CFSC-HRP-S
(703) 325-2466

Chief, Employee Benefits Office
Charles Sandlin
CFSC-HRP-B
(703) 325-9730

Mission and Purpose

The United States Army Community and Family Support Center is located in Alexandria, Virginia. It was established in November 1984 as a Headquarters Department of the Army field operating agency. CFSC is the HQDA agency responsible for overseeing Army morale, welfare, and recreation (MWR) programs worldwide.

Their mission is stated best by their motto, "Making life better for the Army," providing policy and planning support for recreation and family programs which make life better for active duty soldiers, Reserves, Army National Guard, retirees, civilians, and their families at home and overseas.

CFSC also operates a training center where MWR employees receive intensive education in job-related skills from the entry level to the senior, advanced management level.

The current global network of nearly 50,000 employees operating more than 50 programs demonstrates the Army's continuing commitment to meeting soldiers' demands for the same lifestyle they are pledged to defend.

As the Army downsizes, commanders recognize the importance of maintaining life-enhancing MWR programs which are critical to total Army morale

Everything having to do with installation management at headquarters Department of the Army level, including MWR, is now under the Assistant Chief of Staff for Installation Management, or ACSIM. The mission of ACSIM is to develop and publish policy and integrate doctrine relating to the planning, programming, budgeting for and management and operation of Army installations.

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Mission

The goal of the Air Force Morale, Welfare, Recreation, and Services Agency (AFMWRSA) is to provide quality service and programs that satisfy their cusomer's needs, help to improve work and center productivity, reinforce mission support capability, and enhance quality of life for Air Force members.

HQ AFMWRSA is a "Field Operating Agency" (FOA) responsible to the Director of Air Force Morale, Welfare, Recreation, and Services, Headquarters United States Air Force (HQ USAF/MW). The Air Staff organization is responsible to the Air Force Chief of Staff for policy development, resource advocacy, and program oversight for all AFMWRS activities.

As the technical arm of HQ USAF/MW, AFMWRSA responsiblities include developing and disseminating procedures to implement polity, preparing and coordinating responses to congrssional and other high-level inquiries, providing technical assistance to the field, and developing new programs that support major command and installation activities. Management of Air Force central funds, and operation of central systems for field support such as banking, investiments, purchasing data flow, insurance and benefit programs, and the nonappropriated fund (NAF) personnel system. Support is given to the Air Force Morale, Welfare,a dn Recreation Advisory Board (AFMWRAB), and interact with other agencies and armed services in areas affecting Morale, Welfare, Recreation, and Services (MWRS).

Technical support, guidance, and consulting services is provided to Air Staff, MAJCOM, and base-level MWRS managers.

Air Force Buying Procedures

The Air Force provides purchasing opportunities under an initiative identified as the "Commander's Smart Buy Program." This program is designed to help all commanders, regardless of service component, acquire quality products at favorable prices. Additionally, it maximizes the economic benefits of corporate purchasing for NAF organizations worldwide by executing programs with decentralized purchasing opportunities.

Further information about Air Force club and recreation systems may be obtained by contacting the Air Force Morale, Welfare, Recreation, and Services Agency's Air Force Nonappropriated Fund Purchasing Office.

U.S. NAVY

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Navy Vision and Buying Procedures

The overall Navy MWR Program Vision; "We provide the best in mission supportive programs, services and facilities to meet the MWR needs and wants of the Navy, its' sailors and their families. We operate in the best tradition of the Navy—decentralized, with the CO in charge."

The Bureau of Naval Personnel, MWR Division also has a vision. "We are the principal advocate for the Navy's MWR program. We aggressively represent Navy MWR program interests, identify future trends, set operating standards and oversee program performance."

We identify the best ways of doing business and provide state of the art support systems to help commands deliver the best most responsive, customer focused MWR program in the Department of Defense.

Further information about the decentralized Navy MWR and recreation and leisure system may be obtained by contacting the Director, Navy MWR Division. Information regarding buying procedures and the specific addresses of individual activities may be obtained from the Director upon receipt of a written request.

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USMC Mission and Buying Procedures

MWR programs are to provide active duty personnel, their family members, and other authorized patrons goods and services necessary to enhance their "quality of life." MWR programs include well-rounded, wholesome, athletic, recreation, and leisure-time activities in addition to food and beverage, and entertainment services. All goods and services for the health, comfort, and convenience of our patrons will be provided at reasonable and competitive prices.

We will enhance the quality of living, exceeding the Morale, Welfare and Recreation expectations of our patrons, by providing innovative and forward-thinking programs, through effective use of resources and sound business practices in a dynamic environment.

Marine Corps club and recreation activities do not require bids. In most instances, club and recreation activities make their own purchases directly from manufacturers and other suppliers.

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